

# *Swartland Municipality*

## *Integrated Development Plan for 2012-2017*

*COUNCIL'S SUSTAINABLE LONG TERM STRATEGY*



**SECOND REVISION - 30 MAY 2014**



# INTEGRATED DEVELOPMENT PLAN FOR 2012-2017

Compiled in terms of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)

Adopted by the Municipal Council on 30 May 2014

*The Integrated Development Plan is the Municipality's principal five year strategic plan that deals with the most critical development needs of the municipal area (external focus) as well as the most critical governance needs of the organisation (internal focus).*

*The Integrated Development Plan –*

- *is adopted by the council within one year after a municipal election and remains in force for the council's elected term (a period of five years);*
- *is drafted and reviewed annually in consultation with the local community as well as interested organs of state and other role players;*
- *guides and informs all planning and development, and all decisions with regard to planning, management and development;*
- *forms the framework and basis for the municipality's medium term expenditure framework, annual budgets and performance management system; and*
- *seeks to promote integration by balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government.*

## AREA PLANS FOR 2014/2015

*The five area plans, i.e. Swartland North (Moorreesburg and Koringberg), Swartland East (Riebeek Wes and Riebeek Kasteel), Swartland West (Darling and Yzerfontein), Swartland South (Abbotsdale, Chatsworth, Riverlands and Kalbaskraal) and Swartland Central (Malmesbury) form attachments to this IDP and should be regarded as part and parcel of this plan. It is therefore important to note that the Area Plans contain information used in defining the Municipality's long term strategy, but which is not duplicated in the IDP. The Area Plans form the basis for dialogue between the Municipality and Ward Committees regarding the identification of priorities and budget requests.*



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## FOREWORD BY THE EXECUTIVE MAYOR

Many of our citizens exist in a self-perpetuating poverty trap. Very young and poor single mothers struggle to provide nutrition and basic healthcare for their children, often unaware of the basic services available to them. The inadequate availability of skills makes it hard to attract jobs to economically depressed areas, which, in turn, deprives people of employment and leaves them dependant on the state. Low incomes, poor living conditions and inadequate education levels increases the vulnerability of the poor to diseases such as HIV / Aids and tuberculosis.

After 16 years of democracy inequalities are growing, our life-supporting ecosystems continue to deteriorate at an alarming rate, unemployment remains high and poverty remains widespread and persists alongside affluence.

Local government is judged by its ability to deliver services, promote socio-economic development and govern effectively. As Mayor I am aware of the numerous responsibilities bestowed on the Council to bring about fundamental changes to our region that will have a positive effect on the livelihoods of all our people. Local Government is both the most intimate sphere of government and the one that impacts most on the everyday lives of citizens.

With the approval of this third generation Integrated Development Plan (IDP), Swartland Municipality is embarking on a challenging journey. This journey towards excellent local government basically consists of five steps, each representing a level of achievement, from the lowest level of 'survival' to a level of 'actualisation'. I believe, however, that we cannot progress to a next more fulfilling level before the needs of the existing level have been met. The five levels are:

1. Providing excellent, democratic, transparent, and open government with zero tolerance for corruption at any level.
2. Getting the basics right. Provide for the most fundamental needs of our citizens by getting the basic service delivery right.
3. Putting heart into our communities to make them vibrant and safe. Provide excellent community facilities efficiently and effectively in order to provide places and services through which citizens can take their opportunities.
4. Helping our citizens to be successful by enabling opportunities and driving local economic growth.
5. Creating a better future for all by taking a firmly sustainable approach to our environment.

From the Municipality's side we will commit to:

- A professional service to every town, settlement and rural area;
- create a platform for local economic development that can result in job creation;
- create opportunities so that ordinary citizens can take responsibility and break free from the cycle of poverty;
- good financial planning and control, free of any form of corruption;
- the spending of municipal funds in a responsible and transparent manner; and
- be a productive workforce with a high work ethic and a high standard of customer care.

I wish to invite all of you – councillors, officials, citizens, business, government and non-government organisations - to become part of this journey. Join hands with us - **LET'S MAKE IT HAPPEN!**

*Tijmen van Essen*



## FOREWORD BY THE MUNICIPAL MANAGER

Challenges in local government have fundamentally changed the way we go about doing our business. The demands set to municipalities by national and provincial government and in the vast number of applicable Acts and Regulations are high, but the expectations of our community are even higher.

According to the 2009 State of Local Government Report most municipalities in South Africa struggle with a number of service delivery and governance problems that include:

- Huge service delivery and backlog challenges
- Poor communication and accountability relationships with communities
- Corruption and fraud
- Poor financial management
- Weak civil society formations
- Insufficient municipal capacity due to lack of scarce skills

Although Swartland Municipality is still functioning on a high standard in most respects, we are also faced with serious challenges. We realised that a good strategy is necessary to counter any downward trend regarding the functioning of the Municipality and to move the organisation to even greater achievements.

In consultation with a wide spectrum of public stakeholders the Municipality identified the most critical issues and risks that need to be addressed should the organisation wish to survive the challenges and continue to function effectively, efficiently and economical. This process led to the formulation of seven strategic outcomes (*what we wish to achieve*):

- A financially sustainable municipality with well-maintained assets
- Satisfied, involved and well informed clients
- An effective, efficient, motivated and appropriately skilled work force
- Access to affordable and reliable municipal infrastructure
- Sustainable development of the municipal area (with special emphasis on previously neglected areas)
- A lean, integrated, stable and corruption free organisation
- Increased community safety through traffic policing, by-law enforcement and disaster management

These strategic outcomes form the core of the Municipality's strategy in Chapter 7 of this document. Here the strategic outcomes are unpacked into outputs, actions, processes, key performance indicators and targets. This is what the Municipality will focus on over the five year term of this Integrated Development Plan. The strategy in Chapter 7 will become a standard item on the agenda of Top Management in order to continuously monitor the success of processes, actions and outputs in the achievement of the seven strategic outcomes.

I wish to thank every person who contributed to the compilation of this document and especially the strategy in Chapter 7. We now need every role player, whether a councillor, member of the public or an official, to support the Municipality in its difficult journey over the next five years.

***Joggie Scholtz***







# CHAPTER 1: INTRODUCTION AND BACKGROUND

## 1.1 SWARTLAND MUNICIPAL AREA AT A GLANCE *[revised on 30 May 2013]*

**Total municipal area: 3 700 km<sup>2</sup>**

### **Population - 2011 Census:**

The population increased from 65 300 in 1996 to 72 116 in 2001 and to 113 762 in 2011. The average annual growth rate between 1996 and 2001 was 2.0% and between 2001 and 2011 4.7%. Swartland was the second fastest growing municipality in the Western Cape over this period (Cape Town metro excluded) and is now the sixth largest municipality in the Western Cape out of 24 municipalities (Cape Town metro excluded). 64.8% of the population is Coloured, 18.3% Black African, 15.6% White, 0.5% Indian or Asian and 0.7% Other.

### **Major first languages spoken - 2011 Census:**

76.2% of the population speak Afrikaans as first language. This is followed by IsiXhosa (8.2%) and English (4.3%). The proportion of the population speaking Afrikaans decreased by 12% between 2001 and 2011 while the proportion speaking English increased from 2.5% to 4.3%.

### **Other information:**

<b>Socio-economic indicators:</b>		
• Poverty rate	2010	26.8%
• Gini coefficient	2010	0.58
• Human development index	2010	0.64
• Number of indigent households	2014	5 282
<b>Municipal services:</b>		
• Households in formal dwellings	2011	90.8%
• Households with access to piped water inside the dwelling	2011	80.6%
• Blue drop score (water quality)	2011/12	95.24%
• Households that use electricity for lighting	2011	97.8%
• Households with access to flush toilets	2011	93.1%
• Green drop score	2010/11	72.7%
• Households that have refuse removed weekly	2011	76.2%
<b>Economy:</b>		
• Households with no income or income less than R19 600 per annum (±R1600 per month)	2011	28.2%
• Rate of unemployment	2011	12.73%
• Three largest employment sectors -	2007	
▪ Agriculture		27.1%
▪ Manufacturing		16.7%
▪ Financial, insurance, real estate and business services		11.5%
• Three largest contributors to GDP-R -	2007	
▪ Manufacturing		22.5%
▪ Financial, insurance, real estate and business services		22.0%
▪ Agriculture		17.2%
• Swartland's contribution to the GDP-R of the district	2007	29%



## 1.2 CONTEXT

The Integrated Development Plan (IDP) is applicable to the area of jurisdiction of Swartland Municipality. Swartland Municipality is situated in the West Coast District of the Western Cape. The size of the municipal area is 3 700 km<sup>2</sup>.



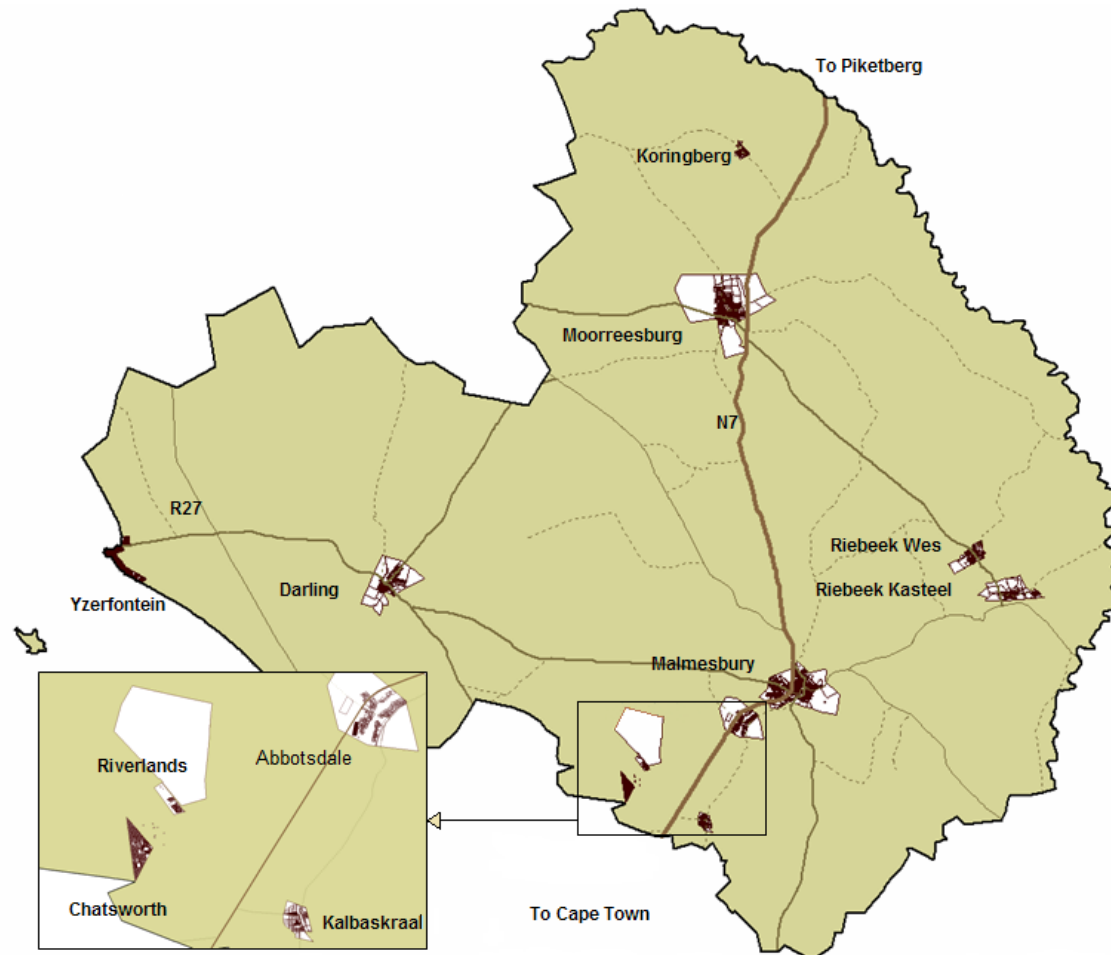
*Location in the Western Cape*



*Location in the West Coast District*

The majority of the municipal area consists of farm-lands, natural areas and coastal areas. The towns and settlements in the area are Malmesbury, Moorreesburg, Darling, Yzerfontein, Riebeeck West, Riebeeck Kasteel, Koringberg, Ruststasie, Ongegund, Riverlands, Chatsworth, Kalbaskraal and Abbotsdale. More detail on the major towns is provided in the paragraphs below.





### **Malmesbury**

Malmesbury is situated 70 km north of Cape Town on the N7.

Malmesbury began as a settlement in 1743 in the wide Diep River valley around a mineral source as well as fountains in the area. The town was officially proclaimed on 21 May 1827 and was named after the Governor of the Cape, Sir Lowry Cole's father-in-law, the first Earl of Malmesbury in England. The town obtained municipal status in 1860.

Malmesbury fulfils an important urban niche in the region and the province. Its high development potential can be attributed to factors such as its relative accessibility along the N7 road/rail corridor, closeness to Cape Town, a diversified economic base which not only accommodates agriculture, but also well-developed industrial and commercial sectors, as well as a supportive infrastructure.

The high property values in the Cape Town Metropole and the attraction of a local tranquil atmosphere are moving people to settle here and commute to Cape Town on a daily basis. Malmesbury is home to a number of large companies as well as regional offices of provincial and national government departments.

### **Moorreesburg**

Moorreesburg is situated 36 km north of Malmesbury on the N7.

The town came into existence due to the establishment of the Dutch Reformed Church in the latter half of the 19th century. The town was named after one of the former ministers of the congregation in Malmesbury, namely Rev. JC le Fèvre Moorrees. Moorreesburg was proclaimed as town in 1898 and received municipal status in 1909.

The main function of Moorreesburg is that of an agricultural service centre in the heart of a major wheat producing district. Although the economic base of Moorreesburg depends mainly on agriculture there are a growing number of light industries playing a more progressive role in the town's economy. Moorreesburg is the seat of the West Coast District Municipality.

The town benefits from its accessible position along the N7-corridor, the railway connection and its central location relative to the West Coast region. The growth potential of the town is further strengthened by good infrastructure, excellent sport facilities and well-known secondary education institutions.



### ***Darling***

Darling is situated 78 km north of Cape Town and 37 km west of Malmesbury.

By the beginning of the 18th century about 29 farmers lived in an area called Groenkloof and on one of these farms, Langfontein. It is on this farm that Darling was established in 1853. The town was named after Charles Henry Darling who came to the Cape in 1851 as Lieutenant Governor. The first erven (between 300 and 400) were auctioned on 5 October 1853. The first Dutch Reformed Church was built in 1857, the school in 1896 and the town hall in 1899.

The economy of Darling is related to agriculture and is sometimes described as the milk and vegetable barn of Cape Town. A number of light industries provide some job opportunities, but tourism is becoming more and more a stronghold in the local urban economy. The particular place identity ('branding') of Darling is linked with its annual veld-flower and orchid show, art galleries, Evita's Perron and private nature reserves.

### ***Yzerfontein***

Yzerfontein is situated 88 km north of Cape Town on the R27 and 63 km west of Malmesbury.

In 1739 an area known as Groenekloof (the area from Koeberg in the south to Saldanha in the north) was subdivided into 46 farms of which Yzerfontein was one. The original Yzerfontein town was established in 1935 when a portion of the farm Yzerfontein was subdivided into approximately 330 erven. Between the 1970's en 1990's a further 1523 erven were proclaimed. Yzerfontein fast developed into the sought-after coastal town that it is today. Although many of the permanent residents are retired, there are a substantial number of residents working in Cape Town and other centres who travel daily.

The economy is based on the development of local tourism, holiday/weekend house developments, as well as a retirement function. With the exception of a few restaurants, cafes and a number of guest houses, the business sector is weakly developed. Purchasing power goes mostly to Darling, Vredenburg and the Metropole. The town has limited harbour facilities which are mainly used for water recreation.

### ***Riebeek West and Riebeek Kasteel***

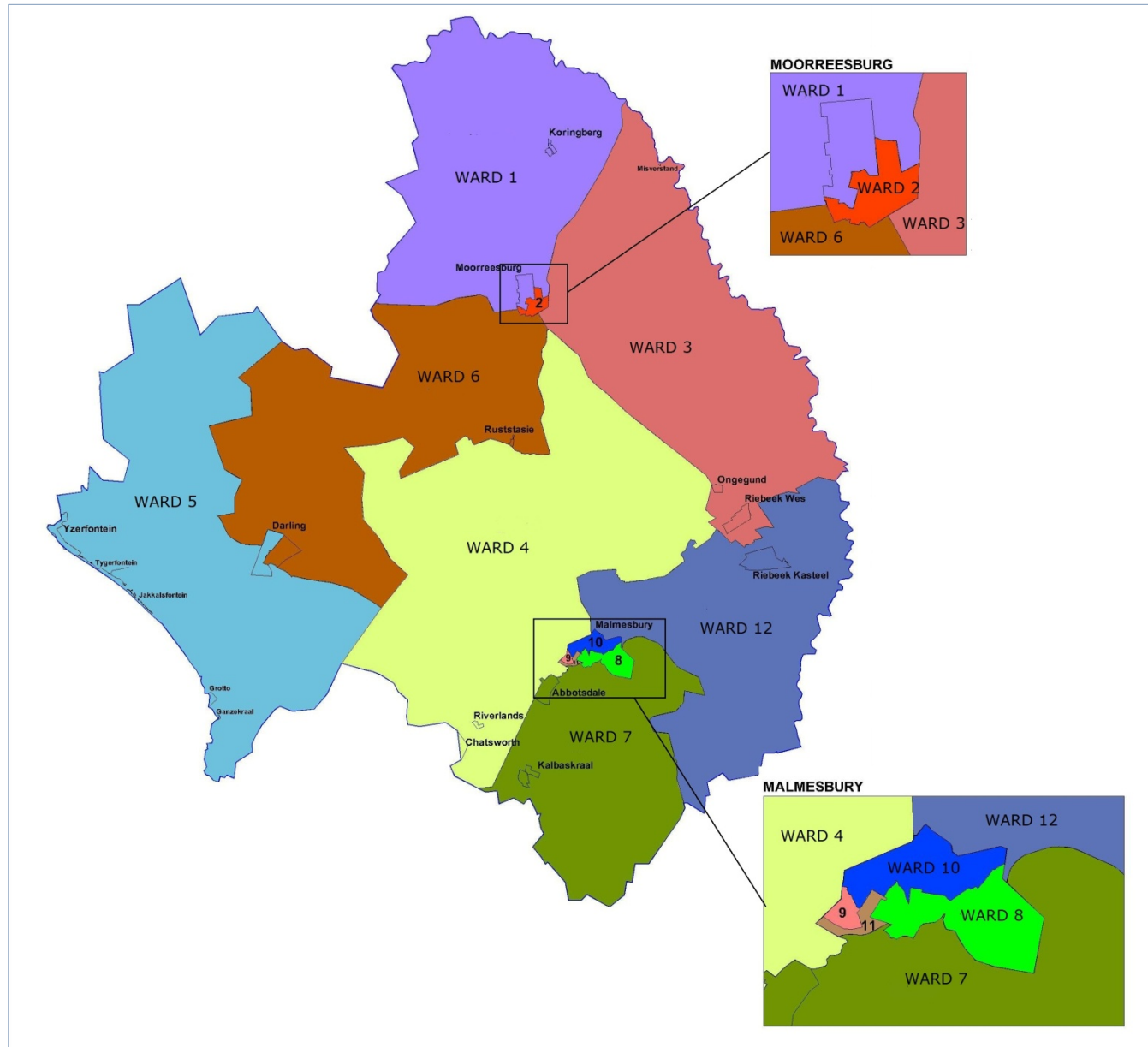
Riebeek Kasteel is situated 88 km north-east of Cape Town and 24 km east of Malmesbury. Riebeek West is 6 km north of Riebeek Kasteel.

Willem Adriaan van der Stel who became governor in 1699 opened up a new area for free burghers (which included the Riebeek Valley). He called this area Land of the Waveren. Some of the first farmers were Huguenots. This led to the early establishment of vineyards along with wheat and other fruit crops. The original settlers were joined by others in the 1730's and 40's and the area under the mountain became a sparsely populated farming community. Over the years Riebeek Kasteel became inhabited by wagon makers and other artisans while retired farmers settled in Riebeek West.

The towns have a rural village character and a beautiful environment, and this contributes to their popularity as retirement and tourist destinations (especially as weekend and holiday homes). The PPC cement works is situated close to Riebeek-Wes and generated to some extent a mining and related commercial setting.



The municipal area is divided into 12 wards:





### **1.3 INTEGRATED DEVELOPMENT PLANNING**

Integrated development planning is the key tool for local government to cope with its role and function in terms of the SA Constitution and other applicable legislation. In contrast to the role municipal strategic planning has played in the past, integrated development planning is now seen as a function of municipal management, as part of an integrated system of planning and delivery. The IDP process is meant to arrive at decisions on issues such as municipal budget priorities, land management, social and economic development and institutional transformation in a consultative, systematic and strategic manner.

The integrated development planning process has to provide a forum for identifying, discussing and resolving the real issues in a municipality (which may be over-arching issues for the whole municipality, as well as issues of specific communities or stakeholder groups) to a level of detail which is required for realistic costing and which helps manage the implementation process without much delay.

The Integrated Development Plan (IDP) is the Municipality's principal strategic plan that deals with the most critical development needs of the municipal area (external focus) as well as the most critical governance needs of the organisation (internal focus).

The IDP –

- is adopted by the council within one year after a municipal election and remains in force for the council's elected term (a period of five years);
- is drafted and reviewed annually in consultation with the local community as well as interested organs of state and other role players;
- guides and informs all planning and development, and all decisions with regard to planning, management and development;
- forms the framework and basis for the municipality's medium term expenditure framework, annual budgets and performance management system; and
- seeks to promote integration by balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government.

### **1.4 LEGAL STATUS OF THE IDP**

In terms of Section 35(1) of the Municipal Systems Act No 32 of 2000 an IDP adopted by the council of a municipality-

- (a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;
- (b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and
- (c) binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law.

### **1.5 THE THIRD GENERATION IDP**

The first generation IDP's dealt with the period 2002-2007 and the second generation IDP's with the period 2007-2012. Municipalities entered the third five year IDP cycle with the municipal elections in May 2011. The new council that was constituted after the elections immediately started preparing a new five year IDP. This third generation IDP will be effective from 1 July 2012 up to 30 June 2017.

Municipalities are encouraged and supported by both national and provincial government to develop realistic and credible IDP's that not only comply with relevant legislation but also -

- are owned by local leadership, municipal management and community as the single strategic plan to direct resources within the municipality;
- are driven by the management team and systems within the municipality with implementation regularly monitored during the year through the performance management system;
- contain a long term development strategy that can guide investment across the municipal area;



- provide an investment plan for national, provincial and local government and non-governmental stakeholders to enhance and enable joint planning and resource alignment to improve service delivery to all stakeholders; and
- include local area plans to localise the strategy and implementation of the IDP.

## 1.6 ANNUAL REVIEW OF THE IDP

The IDP has to be reviewed annually. The review process serves as an institutional learning process where stakeholders can meet to discuss the successes and frustrations of the past year. It is not designed to interfere with the long-term strategic orientation of the municipality to accommodate new whims and additional demands. It remains a strategic process of ensuring the institution remains in touch with their intentions and the environment within which it functions.

Although the implementation of the IDP is monitored through the performance management system, an annual process is required to check the relevance of the strategic plan within a dynamic environment.

The IDP has to be reviewed annually in order to -

- ensure its relevance as the Municipality's strategic plan;
- inform other components of the Municipal business process including institutional and financial planning and budgeting; and
- inform the cyclical inter-governmental planning and budgeting cycle.

The purpose of a review is to -

- reflect and report on progress made with respect to the five year strategy (and key outcomes) in the IDP;
- make adjustments to the strategy in the 5 year IDP necessary because of changing internal and external circumstances that impact on the appropriateness of the IDP;
- determine annual targets and activities for the next financial year in line with the five year strategy; and
- inform the Municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

## 1.7 RELATIONSHIP BETWEEN THE IDP, BUDGET, PERFORMANCE MANAGEMENT AND RISK MANAGEMENT

In terms of the Performance Management Guide for Municipalities, DPLG, 2001 *"the IDP process and performance management process should appear to be seamlessly integrated. The IDP fulfils the planning stage of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process"*.

Integrated Development Planning was introduced as the strategic management tool to realise the developmental role of local government. Performance management, on the other hand, is a management tool introduced to facilitate the implementation of the IDP, and as such forms an integral part of the IDP.

The budget attaches money to the IDP objectives and this is monitored through the service delivery and budget implementation plan (SDBIP). The budget makes the implementation of the IDP possible and the IDP provides the strategic direction for the budget.

Risk Management is one of Management's core responsibilities according to section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the Swartland Municipality. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

In Swartland Municipality risk management is now also fully integrated with the IDP and the risks are linked to the strategic outcomes.



## 1.8 PERFORMANCE MANAGEMENT FOR COUNCILLORS

Although not a statutory requirement and not linked to the strategic objectives in the IDP, the performance of councillors is being measured from January 2010. All councillors participate in this performance management exercise on a voluntary basis with no bonuses involved. It does not venture on the party political domain and only measures councillors' performance in their capacity as legitimately elected members of the Swartland Municipal Council.

In the search for performance indicators the following acts and documents were used:

ACTS:

- Municipal Systems Act No 32 of 2000
- Municipal Structures Act No 117 of 1998
- Municipal Finance Management Act No 56 of 2003

DOCUMENTS:

- Improving Government Performance: Our Approach, Presidency, 2009
- Policy Framework for the Government-wide Monitoring & Evaluation System, Presidency, 2007
- Performance Management Guide for Municipalities, Department of Provincial and Local Government, 2001
- Handbook for Municipal Councillors, SALGA, 2006

Performance management for councillors was approved at a council meeting held on 26 November 2009 and was implemented from 1 January 2010.

## 1.9 THE IDP AND AREA PLANS

Area plans which are compiled for the different towns and settlements in the Swartland area include:

- an understanding of social diversity in the community, the assets, vulnerabilities and preferences of these different social groups;
- an analysis of the services available to these groups, as well as the strengths, weaknesses, opportunities and threats facing the community
- a consensus on priorities for the relevant ward(s);
- plans to address these priorities, based on what the ward will do, the support needed from the municipality, and support from other organisations;
- identification of projects for the IDP; and
- an action plan for the ward committee to take forward their plan and help communities to reach consensus and to have direction.

Area plans help to ensure that the IDP is more targeted and relevant to addressing the priorities of all groups, including the most vulnerable. Area plans provide ward committees with a systematic planning and implementation process to perform their roles and responsibilities. Area plans will also be used by ward committees for monitoring and evaluation which gives the committees an ongoing role through the year.

The five area plans, i.e. Swartland North (Moorreesburg and Koringberg), Swartland East (Riebeek Wes and Riebeek Kasteel), Swartland West (Darling and Yzerfontein), Swartland South (Abbotsdale, Chatsworth, Riverlands and Kalbaskraal) and Swartland Central (Malmesbury) form attachments to this IDP and should be regarded as part and parcel of this plan. It is therefore important to note that the Area Plans contain information used in defining the Municipality's long term strategy, but which is not duplicated in the IDP. The Area Plans form the basis for dialogue between the Municipality and Ward Committees regarding the identification of priorities and budget requests



## CHAPTER 2: THE PLANNING PROCESS

### 2.1 ROLES AND RESPONSIBILITIES

#### *(a) Municipal Council*

The Council is the ultimate decision-making authority. Decisions to approve or amend the municipality's integrated development plan (IDP) may not be delegated and have to be taken by the full Council.

#### *(b) Executive Mayor*

In terms of the Municipal Systems Act and the Municipal Finance Management Act the Executive Mayor must-

- manage the drafting of the IDP;
- assign responsibilities in this regard to the municipal manager;
- submit the draft plan to the municipal council for adoption; and
- co-ordinate the annual revision of the IDP and determine how the IDP is to be taken into account or revised for the purposes of the budget.

#### *(c) Swartland Municipal Advisory Forum*

The Swartland Municipal Advisory Forum (SMAF) functions as the IDP Representative Forum and comprises of two members from each ward committee (24 members) as well as any other role players or stakeholders the Executive Mayor wishes to co-opt onto the Forum for one or more meetings or for a specific purpose. The SMAF advises the Executive Mayor on matters relating to the IDP. It does not have any decision making powers.

Although ward committees provide for representation of communities on a geographical basis, there are also a number of sector interests not covered by ward committees that play a major role within the municipal area, such as education, business and agriculture. Liaison with and involvement of such sector groups is therefore also crucial in order to get a full picture of the current reality in our area. Liaison with sector groups is done mainly through the SMAF and workshops.

#### *(d) Ward Committees*

The role of the Ward Committees with respect to the IDP is to -

- assist the ward councillor (who is the chairperson) in identifying challenges and needs of residents;
- provide a mechanism for discussion and negotiation between different stakeholders in the ward;
- interact with other forums and organisations on matters affecting the ward;
- draw up a ward plan that offers suggestions on how to improve service delivery in the particular ward;
- disseminate information in the ward; and
- monitor the implementation process concerning its area.

#### *(e) Municipal Manager*

The municipal manager, together with the Strategic Manager and Directors, forms the steering committee that is responsible for the design and execution of all arrangements regarding the compilation of the IDP.

He also is, subject to the policy directions of the municipal council, responsible and accountable for-

- the implementation of the IDP and the monitoring of progress with implementation of the plan; and
- the formation and development of an administration equipped to carry out the task of implementing the IDP.



**(f) Heads of Departments and Officials**

Their role is to -

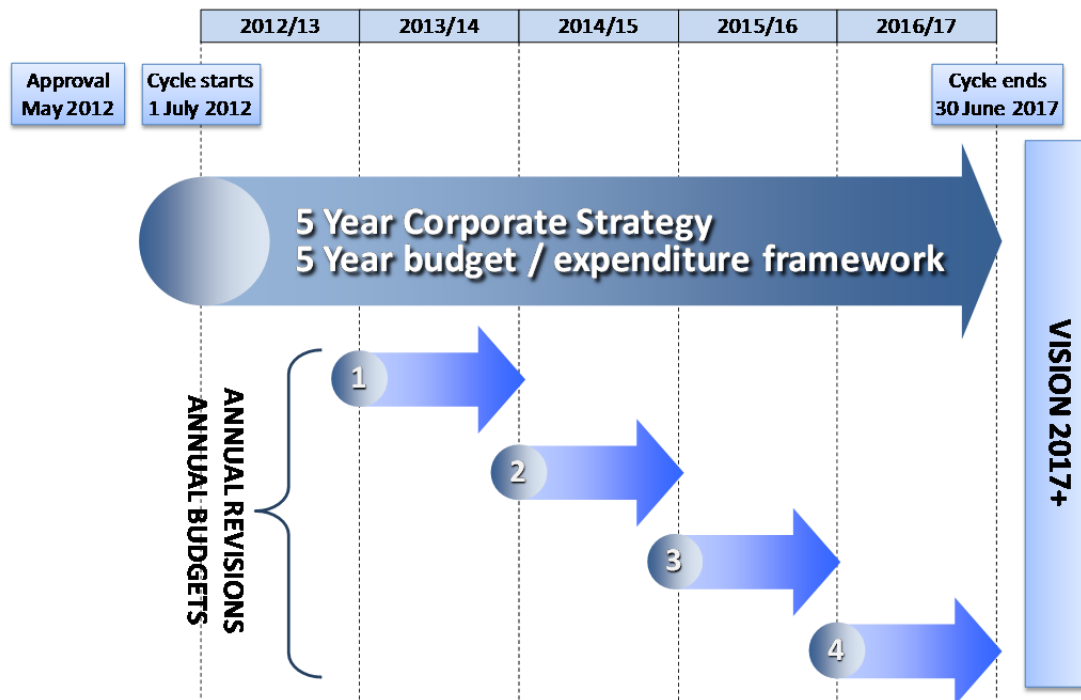
- provide relevant technical, sector and financial information for analysis for determining priority issues;
- contribute technical expertise in the consideration and finalisation of strategies and identification of projects; and
- provide departmental operational and capital budgetary information.

**2.2 FIVE YEAR CYCLE OF THE IDP**

According to the Municipal Systems Act, every new council that comes into office after the local government elections has to prepare its own IDP which will guide them for the five years that they are in office. The IDP is therefore linked to the five year term of office of councillors. This does however not restrict all proposals in the IDP to five years. The seven outcomes that is part of the Municipality's strategy all have a longer than five year horizon. So too does the spatial strategy.

A clear distinction must also be made between the main IDP which is compiled every five years (or if a new council comes into power within the five year period and does not accept the previous council's IDP) and the annual review of the IDP. The annual review is not a replacement of the five year IDP and its purpose is not to interfere with the long-term strategic orientation of the municipality. The annual review reflects and reports on progress made with respect to the five year strategy (and key outcomes) and proposes adjustments to the strategy if necessary because of changing internal and external circumstances that impact on the appropriateness of the IDP.

The figure below shows the five year process of the IDP:





## 2.3 FIRST YEAR PROCESS FOLLOWED

### *August 2011 (preparation and process)*

- The Process Plan and time schedule that guided the planning and drafting of this IDP was approved by Council on 25 August.
- An IDP Indaba was held by the Provincial Government of the Western Cape with municipalities in the West Coast District. The purpose of the Indaba was mainly to provide Provincial guidance and dialogue on provincial policies and programmes and to create a platform for alignment between the three spheres of government.
- The election of ward committee members commenced.

### *September - December 2011 (analysis and strategy)*

Analysis and strategizing was done with the involvement of councillors, top and middle management of the Municipality, ward committees and other external stakeholders. The following was done:

<i>Activity</i>	<i>Date</i>	<i>Groups involved</i>
Informal discussions regarding the new IDP	6 September	Councillors
The first ward committee meetings	26 and 29 September	Ward committees
The Municipality together with the ward committees commenced with the compilation of area plans covering all 12 wards. Meetings were held with all 12 ward committees to determine their issues and top five priorities. At the meetings the first draft of the Area Plans was also handed out to ward committee members to provide input into the document	24 to 27 October	Ward committees
Internal strategy discussions with all municipal departments	Between 30 September and 28 October	Top and middle management of the Municipality
Internal strategy discussions with the Mayoral Committee	11 October	Mayoral Committee members
A strategy workshop	1 November	Councillors, top management of the Municipality, two members from each ward committee and external stakeholders that represent a wide range of sectoral concerns such as business, industry, agriculture, religion, NGO's, education, government, etc.
A final strategy workshop	8 November	Mayoral Committee members as well as directors and division heads of the Municipality
A working session to formulate a new vision and mission for Swartland.	13 December	Mayoral Committee members and top management of the Municipality

As part of the analysis the following two surveys were done:

- A survey to determine population figures per town was done by Prof Larry Zietsman (a statistics expert) in conjunction with a local town planning firm CK Rumboll and Partners.
- A client satisfaction sample survey was done by Ekko marketing consultants to determine satisfaction levels with respect to the different municipal services.



***January - March 2012 (completing the draft documents)***

- The five year capital expenditure framework was finalised.
- A second IDP Indaba was held on 16 February to focus on improving strategic alignment between municipalities and the province.
- The IDP document and Area Plans were completed.
- A second series of workshops were held with ward committees (this time extended to include people from the sectors which ward committee members represent) between 27 February and 5 March to finalise the area plans.
- An IDP / budget integration meeting was held on 1 March with top management.
- On 6 March a workshop was held with the NGO sector in Swartland to engage with them on the IDP strategy.
- The IDP document and Area Plans were submitted to the Mayoral Committee on 20 March and to the Council on 29 March for consideration.
- A workshop on local economic development was held on 21 March. The program for the day focused on job creation in Swartland and guest speakers included min Alan Winde (MEC Economic Development and Tourism), John Peters (IEDS Director) and Rene Whiteman (DBSA). The afternoon session took the form of an Indaba with contributions by the Municipal Manager (Joggie Scholtz) and the Director Development Services (Johan Steenkamp). Inputs from the workshop and indaba are included in the Strategy in Chapter 7 of this document.

***April 2012 (community inputs and document refinement)***

- The draft IDP document and Area Plans were made public on 3 and 4 April and the community was invited to submit representations.
- A public meeting involving all councillors, top management of the Municipality, external stakeholders and the public was held on 19 April to give feedback and to obtain inputs on the draft IDP and annual budget.

***May - June 2012 (final approval)***

- The IDP document and Area Plans were submitted to the Mayoral Committee on 16 May and to the Council on 31 May for final approval.
- A copy of the approved IDP was submitted to the MEC for local government as well as Provincial Treasury on 5 June.
- Notice was given to the public of the adoption of the IDP on 13 and 14 June.
- A summary of the IDP was also advertised on 13 and 14 June.



## 2.4 ANNUAL PROCESS FOLLOWED IN 2013/2014 [revised on 30 May 2014]

Activity	Date	Groups involved
<b>Preparation and process</b>		
Approval of the time schedule that guided the revision of the IDP	29 August	The Council and management of the Municipality
<b>Public perception survey (Prof De Wet Schutte)</b>		
A public perception survey was done by means of focus group interviews	October and November	Swartland community
<b>Revision of area plans</b>		
Meetings were held with all 12 ward committees regarding the revision of the five area plans. All ward committee members were given copies of the most recent area plans to provide input into the document.	28 to 31 October	Ward committees
<b>Revision of strategy (Chapter 7 of the IDP)</b>		
Internal strategy discussions with all municipal departments	10 to 15 October	Management of the Municipality
Strategy workshop	4 December	Directors and division heads of the Municipality
<b>PACA process</b>		
This process has been conducted to obtain inputs for a new LED strategy	January	Swartland community and other stakeholders
<b>Completing the draft documents</b>		
Finalisation of the five year budget	February	Management of the Municipality
Completion of the IDP document and Area Plans	February	Management of the Municipality
Meeting of the Swartland Municipal Advisory Forum (SMAF) to give feedback and to obtain inputs on the revised IDP and budget	4 February	Councillors, management of the Municipality, ward committee members and external stakeholders
Consideration of the IDP document, Area Plans and budget by the Mayoral Committee	12 March	Mayoral Committee
Approval of the IDP document, Area Plans and budget by the Council as a draft	27 March	Council
<b>Community inputs and document refinement</b>		
Publish for public comment and representations the draft budget, IDP document and Area Plans	2 &-3 April	Swartland community
<b>Final approval</b>		
Consideration of the IDP document, Area Plans and budget by the Mayoral Committee	14 May	Mayoral Committee
Final approval of the IDP document, Area Plans and budget by the Council	30 May	Council



## CHAPTER 3: THE ORGANISATION

### 3.1 SECTION 53 ROLE CLARIFICATION

Section 53 of the Municipal Systems Act (Act 32 of 2000) stipulates inter alia that the respective roles and areas of responsibility of each political structure and political office bearer of the Municipality and of the municipal manager must be defined. The section below is based on the Section 53 role clarification that was approved at the council meeting of May 2011.

#### **(a) *Municipal Council***

- Governs by making and administering laws, raising taxes and taking decisions that affect people's rights;
- is a tax authority that may raise property taxes and service levies;
- is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political office bearers, individual councillors or officials;
- can delegate responsibilities and duties for the purposes of fast and effective decision making;
- must strive towards the constitutional objects of local government;
- must consult the community with respect to local government matters; and
- is the only decision maker on non-delegated matters such as the approval of the IDP and budget.

#### **(b) *Executive Mayor***

- Is the executive and political leader of the Municipality and is in this capacity supported by the mayoral committee;
- is the social and ceremonial head of the Municipality;
- must identify the needs of the Municipality and must evaluate progress against key performance indicators;
- is the defender of the public's right to be heard;
- has many responsibilities with respect to the annual budget, the budget process, budget control and various other financial matters; and
- performs the duties and exercise the responsibilities that were delegated to him by the council.




#### **(c) *Mayoral Committee***

- Its members are elected by the Executive Mayor from the ranks of councillors, with the exception of the Deputy Executive Mayor who is elected by the council and is an ex officio member of the mayoral committee;
- Its functional responsibility area is linked to that of the Executive Mayor to the extent that he must operate together with the members of the mayoral committee;
- Its primary task is to assist the Executive Mayor in the execution of his powers - it is in fact an "extension of the office of Executive Mayor"; and
- The committee has no powers of its own – decision making remains that of the Executive Mayor.














### 3.2 THE COUNCIL AND COUNCIL COMMITTEES [revised on 30 May 2013]

The council consist of 23 councillors:

<b>Executive Mayor:</b>		Ald T van Essen	DA
<b>Deputy Executive Mayor:</b>		Ald MSI Goliath	DA
<b>Speaker:</b>		Ald NJA Rust	DA

#### Ward councillors:

Ward 1		Clr M van Zyl	DA
Ward 2		Clr CH Papers	DA
Ward 3		Clr M Abrahams	DA
Ward 4		Clr BJ Stanley	DA
Ward 5		Clr JH Cleophas	DA
Ward 6		Clr M Rangasamy	DA
Ward 7		Clr AC Sedeman	DA
Ward 8		Ald NJA Rust	DA
Ward 9		Clr NS Zatu	ANC
Ward 10		Vacant May 2014	
Ward 11		Ald MSI Goliath	DA
Ward 12		Clr W Wilskut	DA








**Proportional councillors:**

	Clr CM Cloete	ANC		Clr FS Humphreys	ANC		Clr JI van der Merwe	COPE
	Clr Y Cox-Bruintjies	TPICO		Clr DB Philander	ANC		Clr RF van der Westhuizen	DA
	Clr C Fortuin	ANC		Clr AM Sneewe	ANC		Ald T van Essen	DA
	Clr BW Geel	DA		Clr OM Semele	DA			

**Mayoral Committee:**

The Mayoral Committee consists of the Executive Mayor, Deputy Executive Mayor (*ex officio*) and four councillors. The current members of the mayoral committee are:

		Vacant May 2014			
Ald Tijmen van Essen Executive Mayor	Ald Maude Goliath Deputy Executive Mayor		Clr Reggy vd Westhuizen Member	Clr Marlene van Zyl Member	Clr Willem Wilskut Member
Responsible for National and Provincial relations and local government	Responsible for social and community development	Responsible for finance and economic development	Responsible for technical services - infrastructure and spatial matters	Responsible for community safety, culture, sport and education	Responsible for agriculture, rural, social and community development



**Section 80 Portfolio Committees:**

<b>Administration and Finance Committee</b>	<b>Development and Protection Services Committee</b>	<b>Civil and Electrical Services Committee</b>
Vacant (Chairperson from MayCo responsible for Finance)	Clr Willem Wilskut (Chairperson from MayCo responsible for Development Services)	Clr Reggy vd Westhuizen (Chairperson from MayCo responsible for Technical Services)
Clr Marlene van Zyl (Chairperson from MayCo responsible for Administration)	Clr Marlene van Zyl (Chairperson from MayCo responsible for Protection Services)	Clr Monde Stemele (Deputy Chairperson)
Ald Klasie Rust (Deputy Chairperson)	Clr Aubrey Sedeman (Deputy Chairperson)	Ald Maude Goliath
Ald Maude Goliath	Ald Maude Goliath	Clr Willem Wilskut
Clr Monde Stemele	Clr Basil Stanley	Clr Clive Papers
Clr Michael Rangasamy	Clr Ben Geel	Ald Klasie Rust
Clr Aubrey Sedeman	Clr Michael Rangasamy	Clr Marlene van Zyl
Clr Ben Geel	Clr Clive Papers	Clr Mogamat-Zain Abrahams
Clr Harold Cleophas	Clr Reggy van der Westhuizen	Clr Basil Stanley
Clr Mogamat-Zain Abrahams	Vacant	Clr Harold Cleophas
Clr Colleen Cloete	Clr Desmond Philander	Clr Nelie Fortuin
Clr Felicia Humphreys	Clr Annie Sneewe	Clr Ntobeko Zatu
Clr Yolande Cox-Bruintjies	Clr John van der Merwe	Clr John van der Merwe



### 3.3 THE ADMINISTRATION

The organisational structure and management team are shown below:



Joggie Scholtz  
*Municipal Manager*



At Botha  
*Civil Engineering Services*

- Building services
- Cemeteries
- Cleaning services
- Parks and amenities
- Roads
- Sewerage
- Sports facilities
- Storm water
- Water



Kenny Cooper  
*Financial Services*

- Asset and vehicle management
- Budgeting
- Credit control
- Expenditure
- Income/revenue
- Property rates
- Supply chain management



Roelof du Toit  
*Electrical Engineering Services*

- Information management
- Operations, maintenance and construction
- Planning and design
- Street lighting



Philip Humphreys  
*Protection Services*

- Disaster management
- Fire and emergency services
- Harbour Yzerfontein
- Municipal police and traffic services



Madelaine Terblanche  
*Corporate Services*

- Administration: Properties and contracts
- Communication and public relations
- Human resource services
- Secretariat and record management



Johan Steenkamp  
*Development Services*

- Building control
- Caravan park Yzerfontein
- Community development
- Housing
- Occupational and environmental health
- Planning
- Valuations



## CHAPTER 4: INTERGOVERNMENTAL POLICY ALIGNMENT

### 4.1 MILLENNIUM DEVELOPMENT GOALS

The Millennium Developmental Goals were agreed upon in September 2000 when 189 countries, including South Africa, committed themselves to the Millennium Declaration. These goals, which are intended to be met by the year 2015, are the following:



#### ***Goal 1: Eradicate extreme poverty and hunger***

- Reduce by half the proportion of people living on less than one U.S. dollar a day.
- Reduce by half the proportion of people who suffer from hunger.



#### ***Goal 2: Achieve universal primary education***

- Ensure that all boys and girls complete a full course of primary schooling.



#### ***Goal 3: Promote gender equality and empower women***

- Eliminate gender disparity in primary and secondary education at all levels.



#### ***Goal 4: Reduce child mortality***

- Reduce by two thirds the mortality rate among children under five.



#### ***Goal 5: Improve maternal health***

- Reduce by three quarters the maternal mortality rate.



#### ***Goal 6: Combat HIV/AIDS, malaria, and other diseases***

- Halt and begin to reverse the spread of HIV/AIDS.
- Halt and begin to reverse the incidence of malaria and other major diseases.



#### ***Goal 7: Ensure environmental sustainability***

- Integrate the principles of sustainable development into country policies and programmes, and reverse the loss of environmental resources.
- Reduce by half the proportion of people without sustainable access to safe drinking water.
- Achieve significant improvement in lives of at least 100 million slum dwellers by 2020.



**Goal 8: Develop a global partnership for development**



- Develop an open trading and financial system that is rule-based, predictable and non-discriminatory.
- Address the least developed countries' special needs that include tariff- and quota-free access for exports, enhanced debt relief, cancellation of debt and more generous development assistance.
- Address the special needs of landlocked and small island developing countries.
- Deal comprehensively with developing countries' debt problems through national and international measures to make debt sustainable in the long term.
- In cooperation with the developing countries, develop decent and productive work for the youth.
- In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries.

## **4.2 NATIONAL POLICY DIRECTIVES**

**(a) *The 12 Outcomes adopted by the Cabinet Lekgotla in January 2010***

1. Improved quality of basic education.
2. A long and healthy life for all South Africans.
3. All people in South Africa are and feel safe.
4. Decent employment through inclusive economic growth.
5. A skilled and capable workforce to support an inclusive growth path.
6. An efficient, competitive and responsive economic infrastructure network.
7. Vibrant, equitable and sustainable rural communities with food security for all.
8. Sustainable human settlements and improved quality of household life.
9. A responsive, accountable, effective and efficient local government system.
10. Environmental assets and natural resources that are well protected and continually enhanced.
11. Create a better South Africa and contribute to a better and safer Africa and World.
12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

At the end of April 2010, the President signed performance agreements with all 34 Cabinet Ministers. In these performance agreements, Ministers were tasked to establish an Implementation Forum for each of the twelve outcomes. In each implementation forum Ministers and all other parties responsible for delivering on an outcome, had to develop a Delivery Agreement.

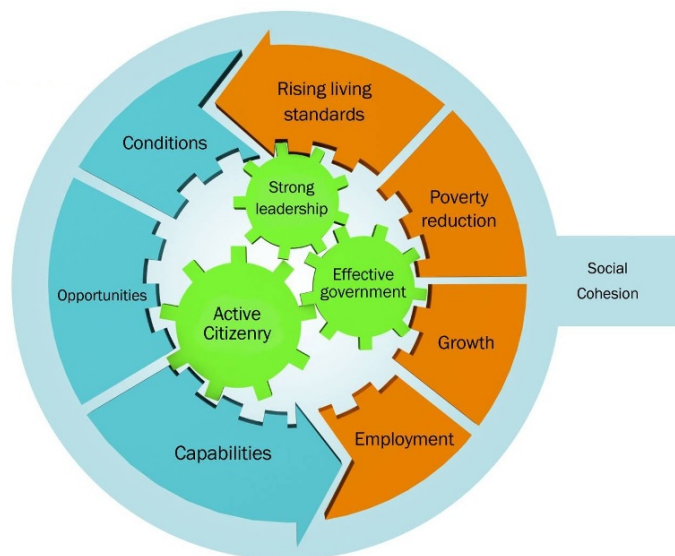
The Delivery Agreement refines and provides more detail to the outputs, targets, indicators and key activities for each outcome, and identifies required inputs and clarify roles and responsibilities. It spells out who has to do what, by when and with what resources.

In respect of Outcome 9, a Delivery Agreement was signed between the MEC's for Local Government of the respective Provinces and the Executive Mayors of all municipalities.



**(b) National Development Plan (NDP) - November 2011 [revised on 30 May 2013]**

The President appointed a National Planning Commission in May 2010 to draft a vision and plan for the country. On 9 June 2011 the Commission released a diagnostic document and elements of a vision statement. On 11 November 2011 the vision statement and the plan was released for consideration. The Commission consulted widely on the draft plan. The National Development Plan was handed to President Zuma in August 2012 and was adopted by Cabinet in September 2012.

**An approach to change**

The graphic to the left demonstrates the close link between capabilities, opportunities and employment on social and living conditions. It shows how leadership, an active citizenry and effective government can help drive development in a socially cohesive environment.

The plan focuses on the critical capabilities needed to transform the economy and society. Achieving these capabilities is not automatic, nor will they emerge if the country continues on its present trajectory. Rising levels of frustration and impatience suggest that time is of the essence: failure to act will threaten democratic gains. In particular, South Africa must find ways to urgently reduce alarming levels of youth unemployment and to provide young people with broader opportunities.

Progress over the next two decades means doing things differently. Given the complexity of national development, the plan sets out six interlinked priorities:

- Uniting all South Africans around a common programme to achieve prosperity and equity.
- Promoting active citizenry to strengthen development, democracy and accountability.
- Bringing about faster economic growth, higher investment and greater labour absorption.
- Focusing on key capabilities of people and the state.
- Building a capable and developmental state.
- Encouraging strong leadership throughout society to work together to solve problems.

**The plan in brief****By 2030**

- Eliminate income poverty – Reduce the proportion of households with a monthly income below R419 per person (in 2009 prices) from 39% to zero.
- Reduce inequality – The Gini coefficient should fall from 0.69 to 0.6.



#### Enabling milestones

- Increase employment from 13 million in 2010 to 24 million in 2030.
- Raise per capita income from R50 000 in 2010 to R120 000 by 2030.
- Increase the share of national income of the bottom 40% from 6% to 10%.
- Establish a competitive base of infrastructure, human resources and regulatory frameworks.
- Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.
- Broaden ownership of assets to historically disadvantaged groups.
- Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write.
- Provide affordable access to quality health care while promoting health and wellbeing.
- Establish effective, safe and affordable public transport.
- Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third.
- Ensure that all South Africans have access to clean running water in their homes.
- Make high-speed broadband internet universally available at competitive prices.
- Realise a food trade surplus, with one-third produced by small-scale farmers or households.
- Ensure household food and nutrition security.
- Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and people with disabilities.
- Realise a developmental, capable and ethical state that treats citizens with dignity.
- Ensure that all people live safely, with an independent and fair criminal justice system.
- Broaden social cohesion and unity while redressing the inequities of the past.
- Play a leading role in continental development, economic integration and human rights.

#### Critical actions

1. A social compact to reduce poverty and inequality, and raise employment and investment.
2. A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.
3. Steps by the state to professionalise the public service, strengthen accountability, improve coordination and prosecute corruption.
4. Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.
5. An education accountability chain, with lines of responsibility from state to classroom.
6. Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.
7. Public infrastructure investment at 10% of gross domestic product (GDP), financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.
8. Interventions to ensure environmental sustainability and resilience to future shocks.
9. New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.
10. Reduce crime by strengthening criminal justice and improving community environments.



### Summary of objectives and actions

Chapters 3 to 15 deal in detail with objectives and actions for 13 strategic outcomes. The table below contains an excerpt from these chapters and shows objectives and actions under each chapter that impact on local government and to which we can contribute through our existing and planned actions.

Chapter	Outcome	Objectives impacting on local government and to which we can contribute	Related actions (the numbering corresponds with that in the NDP)
3	Economy and employment	Public employment programmes should reach 1 million by 2015 and 2 million people by 2030	3 Remove the most pressing constraints on growth, investment and job creation, including energy generation and distribution, urban planning, etc. 6 Broaden expanded public works programme to cover 2 million fulltime equivalent jobs by 2020.
4	Economic infrastructure	<ul style="list-style-type: none"> <li>▪ The proportion of people with access to the electricity grid should rise to at least 90% by 2030, with non-grid options available for the rest.</li> <li>▪ Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water.</li> <li>▪ Reduce water demand in urban areas to 15% below the business-as-usual scenario by 2030.</li> <li>▪ Competitively priced and widely available broadband</li> </ul>	18 Move to less carbon-intensive electricity production through procuring at least 20 000MW of renewable energy, increased hydro-imports from the region and increased demand-side measures, including solar water heating. 29 Establishing a national, regional and municipal fibre-optic network to provide the backbone for broadband access; driven by private investment, complemented by public funds required to meet social objectives.
5	Environmental sustainability and resilience	<ul style="list-style-type: none"> <li>▪ Absolute reductions in the total volume of waste disposed to landfill each year.</li> <li>▪ At least 20 000MW of renewable energy should be contracted by 2030</li> </ul>	33 Carbon price, building standards, vehicle emission standards and municipal regulations to achieve scale in stimulating renewable energy, waste recycling and in retrofitting buildings.
6	Inclusive rural economy	No direct impact	
7	South Africa in the region and the world	No direct impact	
8	Transforming human settlements	<ul style="list-style-type: none"> <li>▪ Strong and efficient spatial planning system, well integrated across the spheres of government</li> <li>▪ Upgrade all informal settlements on suitable, well located land by 2030</li> <li>▪ More people living closer to their places of work</li> <li>▪ More jobs in or close to dense, urban townships</li> </ul>	42 Reforms to the current planning system for improved coordination. 43 Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements. 45 Introduce spatial development framework and norms, including improving the balance between location of jobs and people.
9	Improving education, training and innovation	Make early childhood development a top priority among the measures to improve the quality of education and long-term prospects of future generations.	



Chapter	Outcome	Objectives impacting on local government and to which we can contribute	Related actions (the numbering corresponds with that in the NDP)
10	Health care for all	No direct impact	
11	Social protection	<ul style="list-style-type: none"> <li>Ensure progressively and through multiple avenues that no one lives below a defined minimum social floor.</li> <li>All children should enjoy services and benefits aimed at facilitating access to nutrition, health care, education, social care and safety.</li> </ul>	<p>79 Pilot mechanisms and incentives to assist the unemployed to access the labour market.</p> <p>80 Expand existing public employment initiatives to create opportunities for the unemployed.</p>
12	Building safer communities	No specific objective	<i>Municipalities contribute through traffic policing, by-law enforcement and disaster management</i>
13	Building a capable and developmental state	<ul style="list-style-type: none"> <li>Staff at all levels have the authority, experience, competence and support they need to do their jobs.</li> <li>Relations between national, provincial and local government are improved through a more proactive approach to managing the intergovernmental system.</li> </ul>	<p>94 Formulate long-term skills development strategies for senior managers, technical professionals and local government staff.</p> <p>95 Use assessment mechanisms such as exams, group exercises and competency tests to build confidence in recruitment systems.</p> <p>96 Use placements and secondments to enable staff to develop experience of working in other spheres of government.</p> <p>97 Use differentiation to ensure a better fit between the capacity and responsibilities of provinces and municipalities. Take a more proactive approach to resolving coordination problems and a more long-term approach to building capacity.</p> <p>98 Develop regional utilities to deliver some local government services on an agency basis, where municipalities or districts lack capacity.</p>
14	Fighting corruption	A corruption-free society, a high adherence to ethics throughout society and a government that is accountable to its people.	No specific action
15	Nation building and social cohesion	<p><b>Target:</b></p> <p>Our vision is a society where opportunity is not determined by race or birthright; where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non-sexist and democratic South Africa.</p>	<p>115 Improving public services and spaces as well as building integrated housing and sport facilities in communities to ensure sharing of common spaces across race and class.</p> <p>118 Promote citizen participation in forums such as IDPs and Ward Committees.</p> <p>119 Work towards a social compact for growth, employment and equity.</p>



### **(c) National Spatial Development Perspective (NSDP) - 2006**

The NSDP provides a framework for deliberating the future development of the national space economy and recommends mechanisms to bring about optimum alignment between infrastructure investment and development programmes within localities. It is not a national development plan; nor does it predetermine what should happen where, when and how. Instead, it utilises principles and the notions of need and potential as a common backdrop against which investment and spending decisions should be considered and made.

The NSDP puts forward the following national spatial vision:

*“South Africa will become a nation in which investment in infrastructure and development programmes support government’s growth and development objectives:*

- *By focusing economic growth and employment creation in areas where this is most effective and sustainable;*
- *Supporting restructuring where feasible to ensure greater competitiveness;*
- *Fostering development on the basis of local potential; and*
- *Ensuring that development institutions are able to provide basic needs throughout the country.”*

The NSDP puts forward five normative principles:

- Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key.
- Government has a constitutional obligation to provide basic services to all citizens wherever they reside.
- Beyond the above-mentioned constitutional obligation, government spending on fixed investment should be focused on localities with economic growth and/or economic potential in order to gear up private-sector investment, stimulate sustainable economic activities and create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with demonstrated low economic potential, government should, beyond the provision of basic services, concentrate primarily on human development by providing education and training, social transfers such as grants and poverty-relief programmes. People should also be enabled to gravitate - if they choose to - to localities that are more likely to provide sustainable employment and economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes.

## **4.3 PROVINCIAL POLICY DIRECTIVES**

### **(a) Western Cape’s Draft Strategic Plan - 2011**

In 2011 the Provincial Government of the Western Cape (PGWC) published the Draft Strategic Plan with the title *“Delivering the open opportunity society for all”*. The Draft Strategic plan puts forward the following 12 strategic objectives:

- 1 Creating opportunities for growth and jobs by focussing on -
  - the development of a provincial vision and brand
  - the development of a corruption-free, efficient public sector
  - a regulatory environment that is efficient
  - an infrastructure and asset development strategy
- 2 Improving education outcomes by focussing on -
  - literacy and numeracy outcomes



- accountability
  - faster response times and support
  - teacher morale
  - quality texts and materials
  - poverty and crime
  - school maintenance
  - redress
  - migration and new schools
  - school management and leadership
- 3 Increasing access to safe and efficient transport by -
- alignment to national interventions
  - focusing on provincial priority areas
  - ensuring alignment between municipal integrated transport plans and integrated development plans
- 4 Increasing wellness by -
- developing Healthcare 2020
  - immediate action
  - hosting a summit on reducing the burden of disease
  - decreasing the incidence of infectious diseases (HIV and TB)
  - decreasing the incidence of injury
  - decreasing the incidence of non-communicable diseases
  - decreasing the incidence of childhood illness
- 5 Increasing safety by -
- designing and establishing the institutions and approaches required to “make safety everyone’s responsibility”
  - optimising security services for the government’s assets, personnel and visitors
  - optimising civilian oversight
  - optimising road safety
- 6 Developing integrated and sustainable human settlements by -
- accelerated delivery of housing opportunities
  - a sense of ownership, rights and responsibilities amongst beneficiaries, owners and tenants
  - optimal and sustainable use of resources
- 7 Mainstreaming sustainability and optimising resource use and efficiency by -
- climate change mitigation
  - water management
  - pollution and waste management
  - biodiversity management



- land use management and agriculture
  - managing the built environment
- 8 Increasing social cohesion by -
- creating an environment to build social cohesion
  - repairing the social fabric by addressing the causes and effects of social disintegration
  - strengthening the social fabric by building social capital
- 9 Reducing poverty by -
- addressing unemployment and creating jobs
  - addressing food security
  - addressing health issues
  - addressing education
  - improving the living environment for poor communities
  - ensuring good governance
- 10 Integrating service delivery for maximum impact by -
- integrated planning and budgeting
  - coordinated provincial support to municipalities
  - integrated service delivery
  - coordinated intergovernmental reporting and engagement
- 11 Creating opportunities for growth and development in rural areas by focusing on and promoting -
- infrastructure development and service delivery
  - the scientific, technical and sanitary environment
  - the regulatory environment
  - the physical environment
  - both the commercial and emerging sectors and a comprehensive rural development programme
  - skills development
- 12 Building the best-run regional government in the world

Strategic Objective 10 is specifically aimed at municipalities. While this Objective encompasses all three spheres of government, there is a particular focus on the provincial and local spheres. This is because the Province needs to focus on maximising the resources over which it has direct control and because the local government oversight responsibility of Province places it in a particularly close relationship with municipalities.



**(b) Western Cape Provincial Spatial Development Framework - March 2014 [added on 30 May 2014]**

**Guiding principles**

The 2014 PSDF applies the following spatial principles:

- Spatial justice
- Sustainability and resilience
- Spatial efficiency
- Accessibility
- Quality and liveability

**Spatial goals**

To address the spatial challenges identified the PSDF takes the Western Cape on a path towards:

- more inclusivity, productivity, competitiveness and opportunities in urban and rural space-economies;
- better protection of spatial assets (e.g. cultural and scenic landscapes) and strengthened resilience of natural and built environments; and
- improved effectiveness in the governance of urban and rural areas.

**The spatial vision**

The PSDF builds on OneCape 2040's vision of "a highly-skilled, innovation driven, resource efficient, connected, high opportunity and collaborative society". For each of these societal attributes aspired to OneCape 2040 identifies thematic 'big step' changes that need to take place.

The PSDF envisages the spatial expression of these themes as follows:

- Educating Cape: Everyone has access to a good education, and the cities, towns and rural villages are places of innovation and learning.
- Working Cape: There are livelihood prospects available to urban and rural residents, and opportunities for them to find employment and develop enterprises in these markets.
- Green Cape: All households can access basic services that are delivered resource efficiently, residents use land and finite resources prudently, and safeguard their ecosystems.
- Connecting Cape: Urban and rural communities are inclusive, integrated, connected and collaborate.
- Living Cape: Living and working environments are healthy, safe, enabling and accessible, and all have access to the region's unique lifestyle offering.
- Leading Cape: Urban and rural areas are effectively managed

**The spatial agenda**

To deliver on the WCG's strategic objectives the PSDF focuses on growing the economy, building greater environmental resilience and much better inclusion. To these ends the Provincial spatial agenda may be summarised as follows:

- Growing the Western Cape economy in partnership with the private sector, non-governmental and community based organisations
- Using infrastructure investment as primary lever to bring about the required urban and rural spatial transitions
- Improving oversight of the sustainable use of the western cape's spatial assets



## The spatial logic

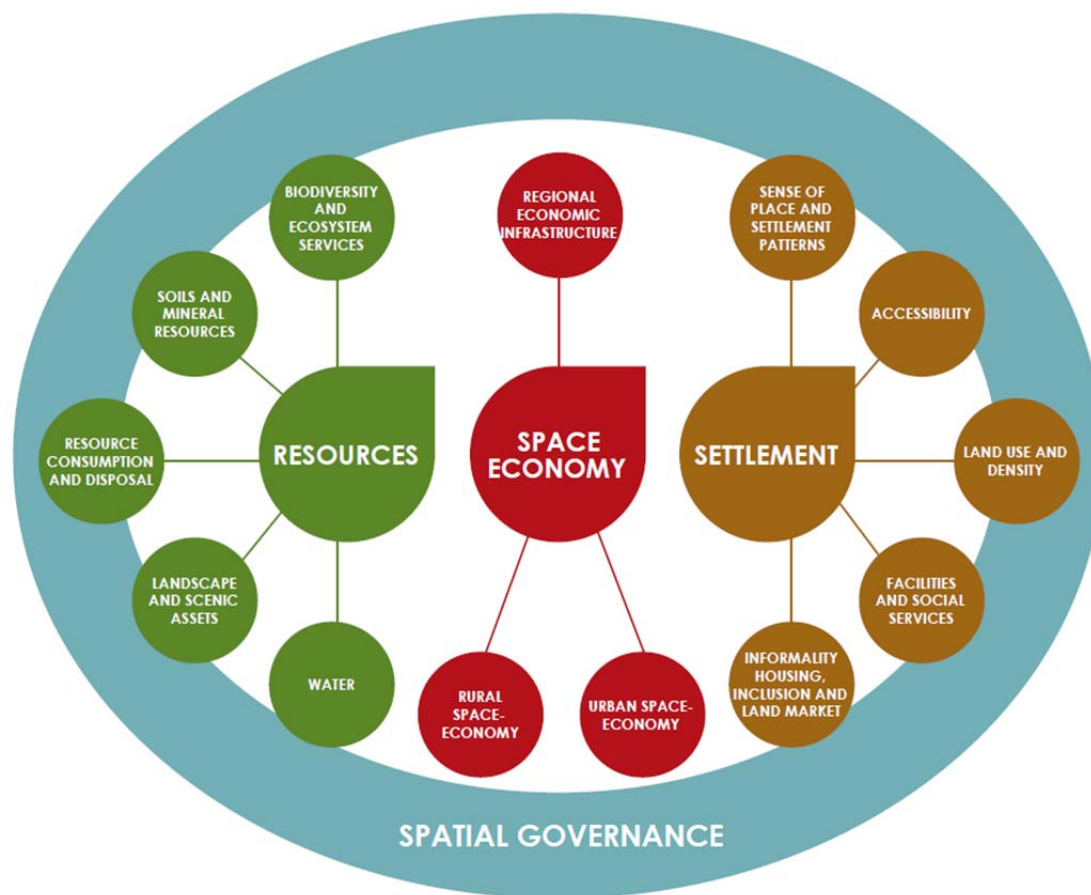
The logic underpinning the PSDF's spatial strategy is to:

- CAPITALISE and build on the Western Cape comparative strengths (e.g. gateway status, knowledge economy, lifestyle offering) and leverage the sustainable use of its unique spatial assets.
- CONSOLIDATE existing and emerging regional economic nodes as they offer the best prospects to generate jobs and stimulate innovation.
- CONNECT urban and rural markets and consumers, fragmented settlements and critical biodiversity areas (i.e. freight logistics, public transport, broadband, priority climate change ecological corridors, etc)
- CLUSTER economic infrastructure and facilities along public transport routes (to maximise the coverage of these public investments) and respond to unique regional identities within the Western Cape.

## Interrelated themes

The policy framework covers provincial spatial planning's three interrelated themes, namely:

1. Sustainable use of the Western Cape's resources
  - Biodiversity and ecosystem services
  - Soils and mineral resources
  - Resource consumption and disposal
  - Landscape and scenic assets
  - Water
2. Opening-up opportunities in the Provincial space-economy
  - Regional economic infrastructure
  - Rural space-economy
  - Urban space-economy
3. Developing integrated and sustainable settlements
  - Sense of place and settlement patterns
  - Accessibility
  - Land use and density
  - Facilities and social services
  - Informality, housing delivery, inclusion and urban land markets





#### 4.4 DISTRICT MUNICIPALITY IDP

##### (a) Process for formulation of strategic objectives

The West Coast District Municipality followed the following process:

- Internal strategic planning sessions were held with council and extended management;
- Five strategic objectives were determined (with the inclusion of council's expectations) which -
  - should be in line with the National Outcomes and Provincial Strategic Objectives,
  - should reflect the idea of Intergovernmental Relations (IGR); and
- Municipal level strategic engagement with all local municipalities.

##### (b) Vision

A quality destination of choice through an open opportunity society.

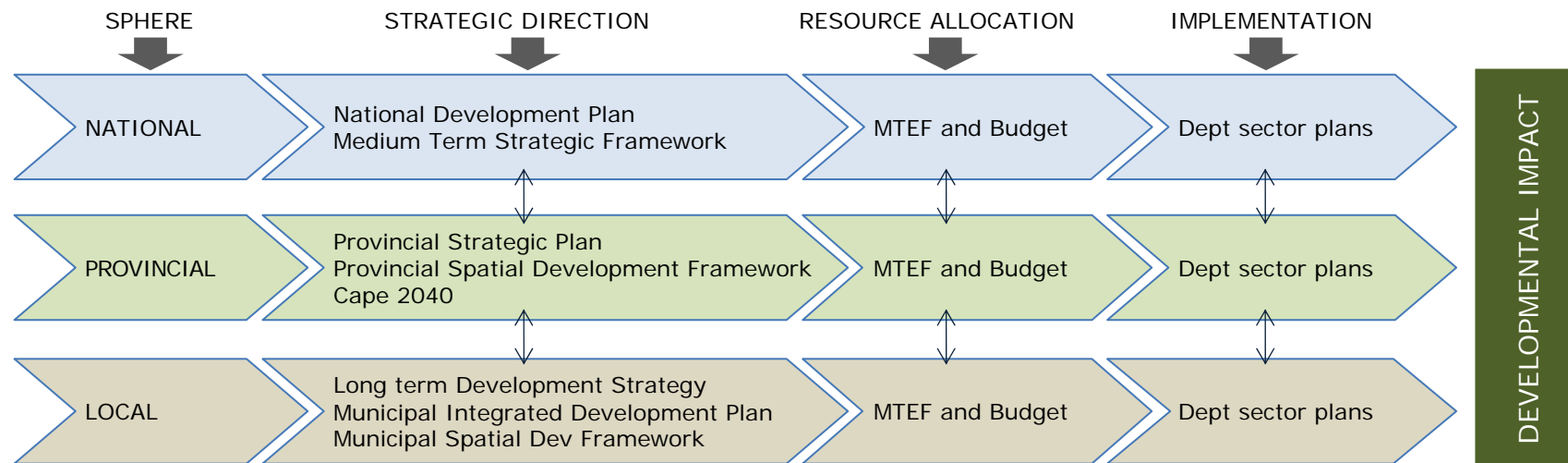
##### (c) Mission

To achieve the vision through the strategic objectives in paragraph (d) below.

##### (d) Strategic objectives

- Ensuring environmental integrity for the West Coast;
- Pursuing economic growth and the facilitation of job opportunities;
- Promoting the social wellbeing of the community;
- Providing essential bulk services in the region; and
- Ensuring good governance and financial viability.

#### 4.5 ALIGNMENT BETWEEN NATIONAL, PROVINCIAL AND LOCAL GOVERNMENT STRATEGIC PLANS *[figure added on 30 May 2014]*





National Outcomes (2010)	National Dev. Plan (2012)	WC Strategic Plan (2011)	District Mun IDP (2012)	Municipal Outcomes (2012)
1 Improved quality of basic education	Chapter 9: Improving education, training and innovation	2 Improving education outcomes		
2 A long and healthy life for all South Africans	Chapter 10: Health care for all	4 Increasing wellness		
3 All people in South Africa are and feel safe	Chapter 12: Building safer communities Chapter 11: Social protection	5 Increasing safety		7 Increased community safety through traffic policing, by-law enforcement and disaster management
4 Decent employment through inclusive economic growth	Chapter 3: Economy and employment	1 Creating opportunities for growth and jobs 9 Reducing poverty	2 To pursue economic growth and the facilitation of job opportunities	5 Sustainable development of the municipal area - Economic growth that benefits all
5 A skilled and capable workforce to support an inclusive growth path	Chapter 9: Improving education, training and innovation			3 An effective, efficient, motivated and appropriately skilled work force
6 An efficient, competitive and responsive economic infrastructure network	Chapter 4: Economic infrastructure	3 Increasing access to safe and efficient transport	4 To provide essential bulk services to the district	4 Access to affordable and reliable municipal infrastructure
7 Vibrant, equitable and sustainable rural communities with food security for all	Chapter 6: Inclusive rural economy	11 Creating opportunities for growth and development in rural areas		5 Sustainable development of the municipal area - Sound management of the urban and rural environment
8 Sustainable human settlements and improved quality of household life	Chapter 8: Transforming human settlements	6 Developing integrated and sustainable human settlements		
9 A responsive, accountable, effective and efficient local government system	Chapter 13: Building a capable and developmental state	10 Integrating service delivery for maximum impact	5 To ensure good governance and financial viability	1 A financially sustainable municipality with well-maintained assets 2 Satisfied, involved and well informed clients
10 Environmental assets and natural resources that are well protected and continually enhanced	Chapter 5: Environmental sustainability and resilience	7 Mainstreaming sustainability and optimising resource use and efficiency	1 To ensure the environmental integrity of the district is improved	5 Sustainable development of the municipal area - Sound management of the urban and rural environment
11 Create a better South Africa and contribute to a better and safer Africa and World	Chapter 7: South Africa in the region and the world	8 Increasing social cohesion	3 To promote the social well-being of residents, communities and targeted social groups in the district	
12 An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Chapter 15: Nation building and social cohesion Chapter 14: Fighting corruption	12 Building the best-run regional government in the world		6 A lean, integrated, stable and corruption free organisation



## CHAPTER 5: SECTORAL PLANS IN TERMS OF SECTION 26 OF THE MUNICIPAL SYSTEMS ACT

### 5.1 2012 SPATIAL DEVELOPMENT FRAMEWORK - SYNOPSIS

#### *(a) Vision*

*Balance development and conservation in an economically prosperous Swartland for all.*

#### *(b) Objectives*

##### *Bio-physical:*

To determine conservation and development borders, overlay zones for natural areas (valleys and mountains), agriculture, water catchment and sources, and heritage areas.

##### *Socio-economic:*

To stimulate the economy by creating meaningful employment opportunities by focussing on regional exports and the creation of tourist, rural, and commercial corridors (i.e. rural development and climate change corridors) thus reducing poverty. Encouraging social upliftment through housing provision and ownership.

##### *Built:*

To provide sufficient bulk infrastructure to service the expanding housing and industrial demand. To be supportive of the rural areas by encouraging transport networks, education and access to information through the electronic media. Protect the integrity of the smaller towns. Support the movement to seek alternative energy generation methods.

#### *(c) New development areas and developments*

The SDF provides the following directives for the various precincts:

##### **Urban precinct**

The urban precinct comprises of mixed use, residential, business and industrial areas supported by social and bulk infrastructure. The following are proposed:

- Provide and maintain social infrastructure particularly in Wesbank, Ilinge Lethu, Darling, between Esterhof and Riebeek Kasteel, between Hooikraal, Rosenhof and Moorreesburg, Chatsworth and Riverlands.
- Provide sufficient bulk infrastructure and services according to development potential of towns:
  - Electricity: Malmesbury
  - Water: Yzerfontein, Darling, Koringberg, Riebeek Valley and Malmesbury
  - Sewerage: Yzerfontein, Darling, Koringberg, Riebeek Valley, Malmesbury, Riverlands and Kalbaskraal
- Expand residential precincts and provide sufficient integrated housing options according to development potential of towns.
- Protect and strengthen the cultural and heritage landscape.
- Promote open space networks including conservation of waterways, Diep River, Platklip, No Go, Darling River, within urban areas with accompanying walkways and cycle paths.



**MAIN STREETS**

Landscape and redesign main streets to include cycle ways, pedestrian walkways, landscaping and urban design.

**CORE URBAN AREAS**

Enhance core urban areas based on a sense of place, the economic base of the settlement and investment priorities.

**HOUSING STOCK (Strategy 11)**

- Promote inclusive housing in all developments.
- Change zoning scheme to support integrated development concept to ensure mixed densities.
- Earmark Malmesbury (Saamstaan, Ilinge Lethu), Darling, Moorreesburg, Riebeek West and Abbotsdale for subsidised housing projects.
- Subsidised projects should provide for farm workers.

**DENSIFICATION**

- Densify within urban core, lower densities on periphery.
- Work towards densification benchmarks per hectare based on settlement character.

	Abbotsdale	Chatsworth	Darling	Kalbaskraal	Koringberg	Malmesbury, Wesbank, Ilinge Lethu	Moorreesburg, Hooikraal	Riebeek Kasteel	Riebeek West, Ongegund	Riverlands	Yzerfontein
<b>20y</b>	8.5	<b>12</b>	8.5	4.5	6	18	8	<b>8.5</b>	<b>8.5</b>	15	12
<b>50y</b>	10	<b>15</b>	8.5	8	7.5	21	12	<b>8.5</b>	<b>8.5</b>	18	15

- Development of vacant land within the urban edge as per predetermined categories.

**URBAN EDGE AND FUTURE GROWTH DIRECTIONS**

- Urban and settlement edges to maintain critical Swartland character. (Figure 4)
- Enhance integration and restructuring through densification and urban edge delineation.

**Agricultural Precinct (Strategy 2)**

The agricultural precinct comprises of Sandveld sowing and grazing area (Area 14), Koringberg-Rooi Karoo dry land sowing area (Area 15), Koppiesveld, Middle-Swartland sowing area (Area 16), Koeberg, Contreberg, Malmesbury and Voorberg area (Area 17); Paardeberg and Riebeek Valley mixed farming area (Area 18). The following are proposed:

- Enhance agriculture as significant “cultural landscape” and gateway into Swartland.
- Introduce a rural development corridor along N7.
- Manage environmental and agricultural resources responsibly:



- Protect conservation worthy vegetation and natural habitats
- Conserve water resources and catchment areas
- Reduce surface and groundwater pollution
- Manage Steep Slopes and Elevated Areas
- Enhance food security on different cadastral scales.
- Identify and develop viable land reform (Strategy 12)
- Provide and support sustainable rural infrastructure and services (**Strategy 13**)

### **Natural/Conservation Precinct (*Strategy 6*)**

The natural/conservation precinct comprises the Aprilskloof, Kasteelberg, and Riverlands Nature reserve and several private nature reserves along the West Coast. The following are proposed:

- Protect and strengthen the natural and built environment.
- Regulate rural development according to bio regional planning initiatives.
- Permit diversification of land use to provide for promotion of tourism (e.g. eco- and adventure tourism including information centres, overnight accommodation, restaurants, environmental education centres, parking areas, ablution facilities, etc.)
- Protect and strengthen the visual landscape

### **CONSERVANCIES**

Foster voluntary co-operative environmental management through the establishment of conservancies (e.g. Aprilskloof and Riebeek River Conservancy) to protect fynbos remnants, ecological corridors (e.g. Groen, Diep and Berg River) and linkages.

### **DEVELOPMENT LINE**

Establish, on a case-by-case (i.e. property-by-property) basis, a development line<sup>1</sup> to determine the boundary between the agricultural use area and the natural area (i.e. steep mountain-side) within the agricultural and natural precincts.

### **HERITAGE AREAS (*Strategy 7*)**

- Protect the built environment.
- Buildings of historic value as per heritage study to become core informants of architectural and landscape guidelines.
- Conduct a heritage study for rural areas as was conducted for the urban built environment.

### **ECOLOGICAL CORRIDORS (*Strategy 6*)**

Establish ecological corridors and linkages with sufficient fire breaks, along and between conservation worthy elements, such as:

- Along rivers and water courses (Groen, Diep and Berg River) implement no development ecological setbacks:
  - 1:50 and 1:100 year flood-lines
  - A 10-32 meter buffer zone from the bank of the river, depending on ecological status of river
- Remnants and core flora linkages (Kasteelberg, River lands, Pela, Yzerfontein, Paardeberg Nature Reserve).

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<sup>1</sup> In accordance with criteria as per "Guideline for the Management of Development on Mountains, Hills and Ridges of the Western Cape, 2002 (Western Cape Department of Environment and Cultural Affairs and Sport)



- Mountains and hills (Koringberg, Kasteelberg, Porseleinberg and Paardeberg; Darling Hills and Dassenberg).
- Along the West Coast from southern municipal boundary to northern municipal boundary.
- Along all road reserves through promotion of indigenous planting or protection of existing indigenous vegetation or tree-lines (e.g. Eucalyptus Trees).
- In urban areas within urban edge, conserve open spaces and corridors (Malmesbury, Moorreesburg, Darling, and Kalbaskraal) ensure sufficient buffer space to protect water and wetland systems and remove alien vegetation.

### **Coastal Precinct (Strategy 6)**

The coastal precinct comprises the total coastline, including Dassen Island, crossing the R27 to the Darling Hills. The following is proposed:

- Permit diversification from agricultural use to provide for promotion of tourism (e.g. eco- and adventure tourism including information centres, overnight accommodation, restaurants, environmental education centres, parking areas, ablution facilities, etc.) and conservation of the coastline.

### **(d) Cross cutting issues**

### **Bulk Infrastructure and Services (Strategy 13)**

Execute municipal core function forming the backbone of the Swartland economy:

- Provide bulk infrastructure and services according to industrial growth potential of towns and according to Human Settlement Plan and Residential expansion proposed as per urban edge determination.

### **Movement networks and Public Transport (Strategy 5)**

Transport networks and modes determine accessibility. Transport should be accessible to all as it is an important factor in the economic viability of the region, bringing people to their place of work, education and amenities needed to support the community.

### GATEWAY AREAS

Swartland have five gateways into the municipal area which should be treated as follows:

- R27 south and north– keep natural veldt character
- N7 north – keep agricultural character
- N7 south – introduce agricultural development corridor character
- Hermon/R45 – introduce agricultural development node character

### URBAN AREA

- Use main and connector routes to integrate previously segregated areas through economic opportunities that are more accessible.
- Provide supportive pedestrian walkways and crossovers to support economic activities and to strengthen integration.

### RURAL AREA

- Roadside developments to adhere to development guidelines i.e. set-back lines, uniform signage and roadway reserves (indigenous vegetation corridors).

### **Local Economic Development (Strategy 1)**

Facilitate economic development in urban areas and:

- Create secondary nodes within the previously segregated areas of Koringberg, Wesbank, Ilingulethu, Moorreesburg and Darling.



	Location
<b>Abbotsdale</b>	Strengthen existing node (SEN)
<b>Chatsworth</b>	SEN
<b>Darling</b>	Darling North
<b>Kalbaskraal</b>	SEN
<b>Koringberg</b>	Rautenville
<b>Malmesbury</b>	Wesbank, Ilinge Lethu
<b>Moorreesburg</b>	Rosenhof
<b>Riebeek-Kasteel</b>	Esterhof
<b>Riebeek-Wes</b>	SEN
<b>Riverlands</b>	SEN
<b>Yzerfontein</b>	SEN

- Create opportunities for formal and informal economic activities such as house and spaza shops and informal markets.
- Improve transport routes between central business area and segregated residential areas: Wesbank and Malmesbury; Esterhof and Riebeek Kasteel, Moorreesburg and Rosenhof, Darling and Darling North).
- Create economic opportunities within main activity axis and connector routes i.e connector between Malmesbury and Wesbank, Riebeek Kasteel and Esterhof and Moorreesburg and Hooikraal.
- Be supportive to alternative zonings within poorer communities.

Facilitate economic growth and development in rural areas:

- Strengthen growth in areas with economic potential i.e. Riebeek Valley, Moorreesburg, Malmesbury, Darling and N7 rural development corridor.
- Enhance the agri-industry i.e. agri-processing of "on-farm" produced products and agri-business in Riebeek Valley, Moorreesburg, Darling and N7 rural development corridor.
- Grow and diversify agricultural markets and products.
- Strengthen and develop rural tourism in Koringberg, Riebeek Valley, Darling, Yzerfontein, Riverlands and Chatsworth and Kalbaskraal.
- Strengthen mobility and economic linkages from East to West (Hermon to Yzerfontein).

### Industrial Development (*Strategy 3*)

Swartland is strategically located to the Cape Metropole, Cape Winelands and Vredenburg Saldanha area and accesible on the N7, R27 and the R45. The N7 corridor between Malmesbury and the Cape Metropole holds extensive economic benefits. The optimal use of the location of Swartland should be supported by:

- Expanding industrial precincts in Malmesbury, Moorreesburg, Darling and Riebeek Wes.
- Locating new industrial areas within walkable distances from residential areas.
- Providing suffiicent infrastructure and services in accordance with industrial growth potential.
- Supporting sustainable mining development.

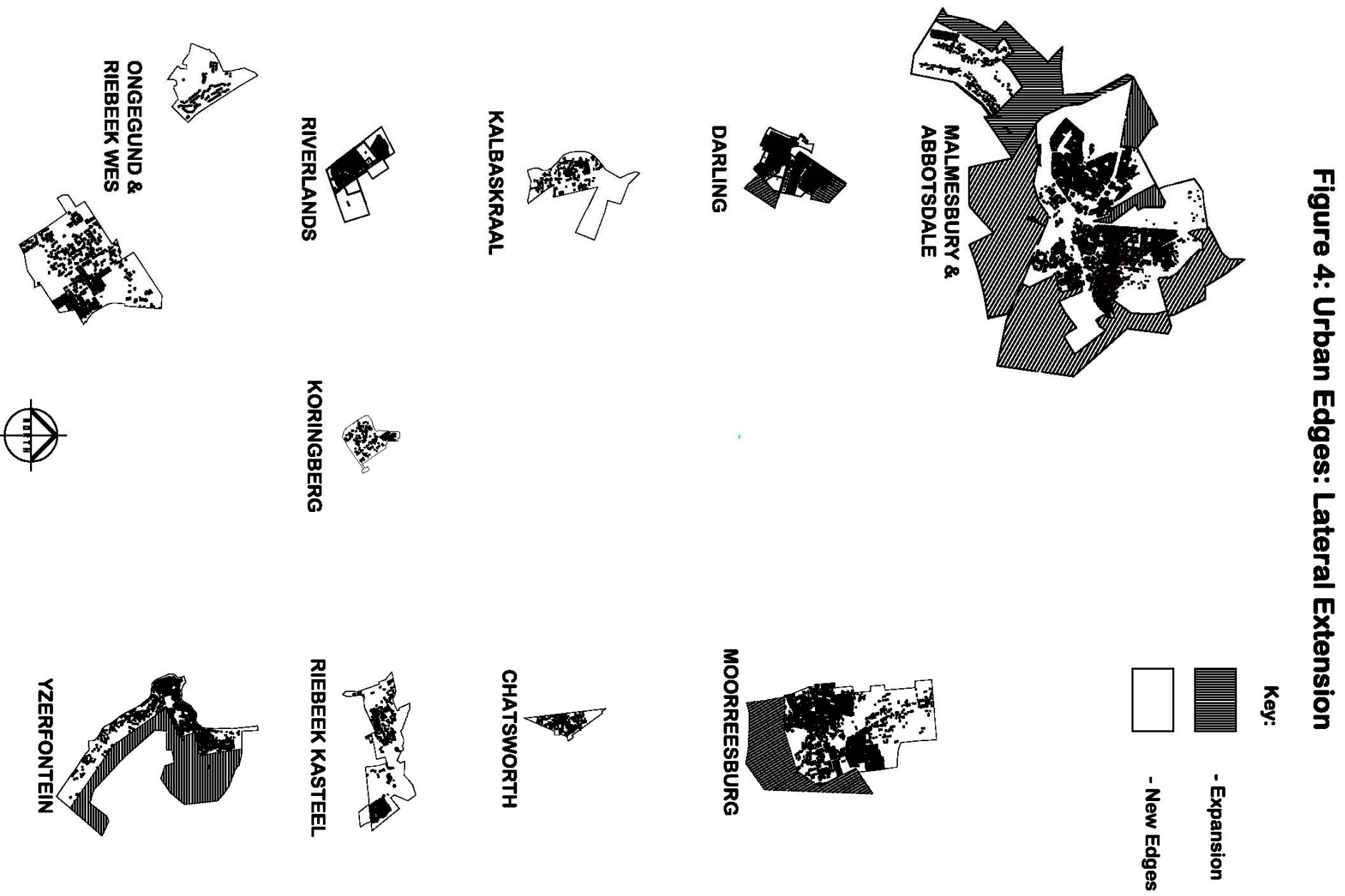


#### **Tourism Development (*Strategy 4*)**

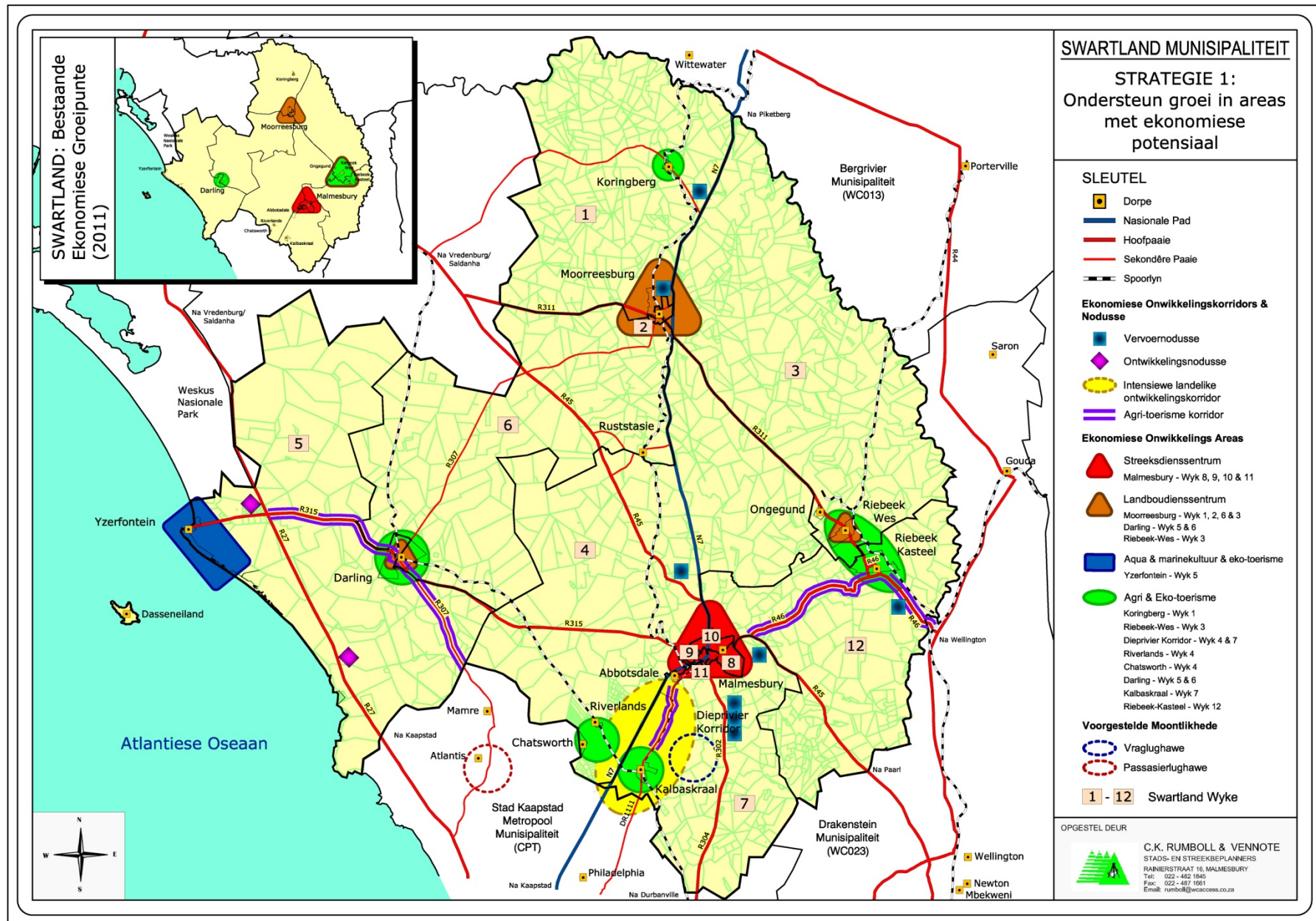
Incorporate the following tourism strategies in the spatial proposals:

- Expand existing sources in Swartland i.e. Riebeek Valley, Darling, Koringberg, Riverlands, Chatsworth and Kalbaskraal;
- Opportunities to be accessible to majority of Swartlanders;
- Create and promote opportunities (i.e. guest farms, recreation accommodation, resorts) in rural Swartland (wine route, wheat route, Swartland Meander, West Coast Nature Reserve route, Mission station route, Flower route, Agricultural landscape route);
- Identify specific tourism opportunities in each town and maximize the use of such opportunities through effective marketing;
- Maintain and upgrade existing tourism roads and services between settlements (i.e. Darling and Malmesbury).
- Define focus areas for eco-tourism purposes (e.g. information, accommodation, etc.).

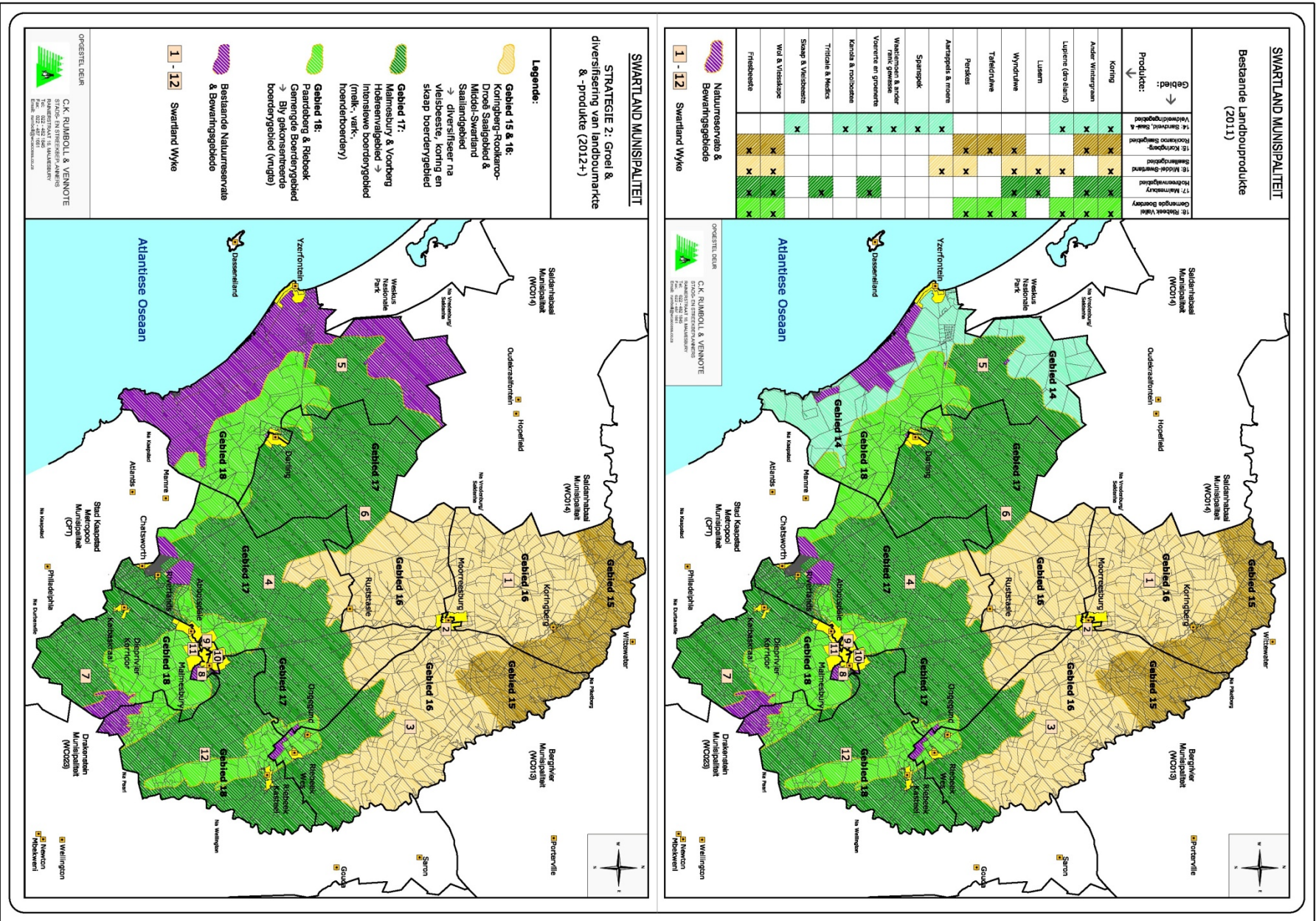




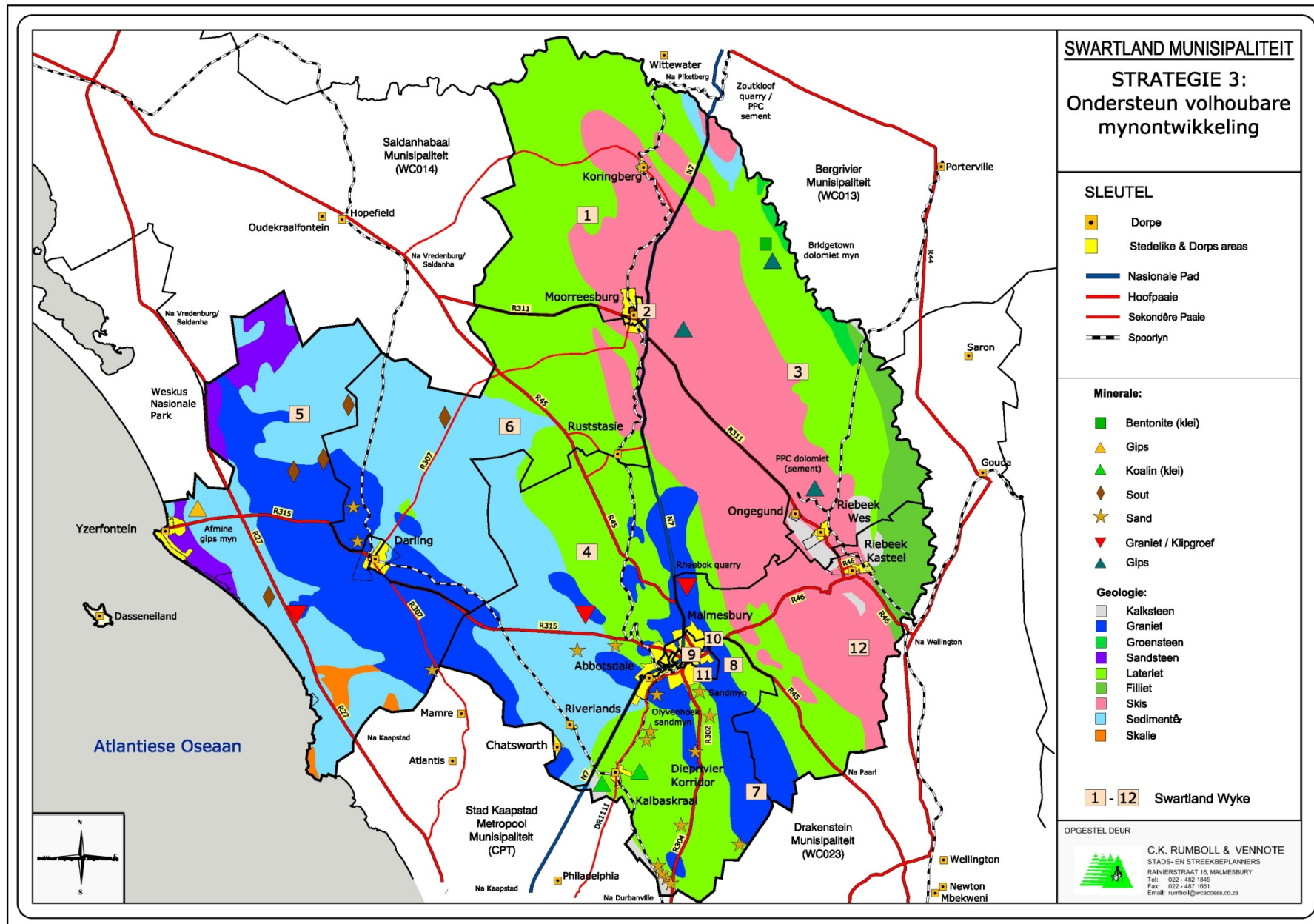








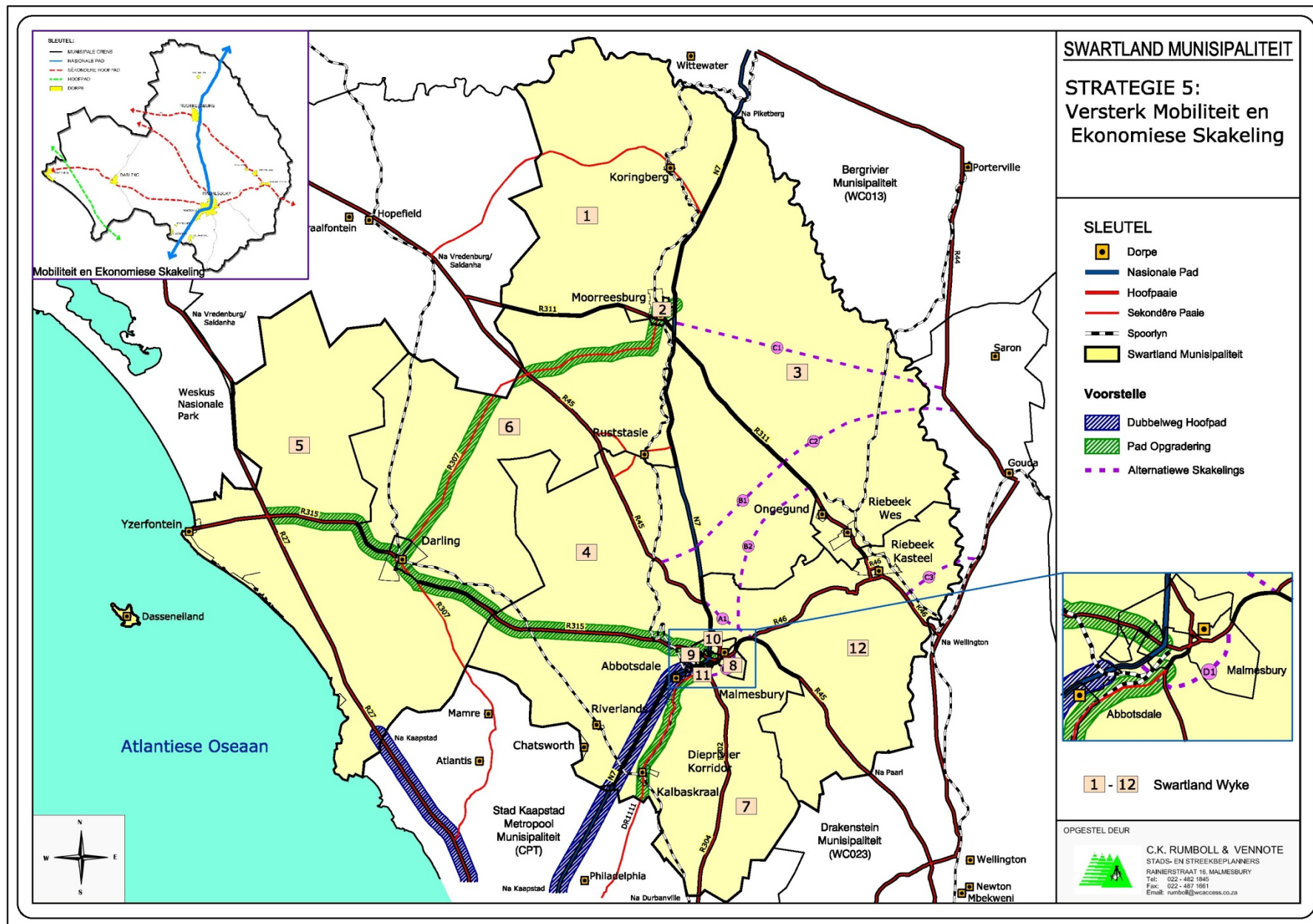




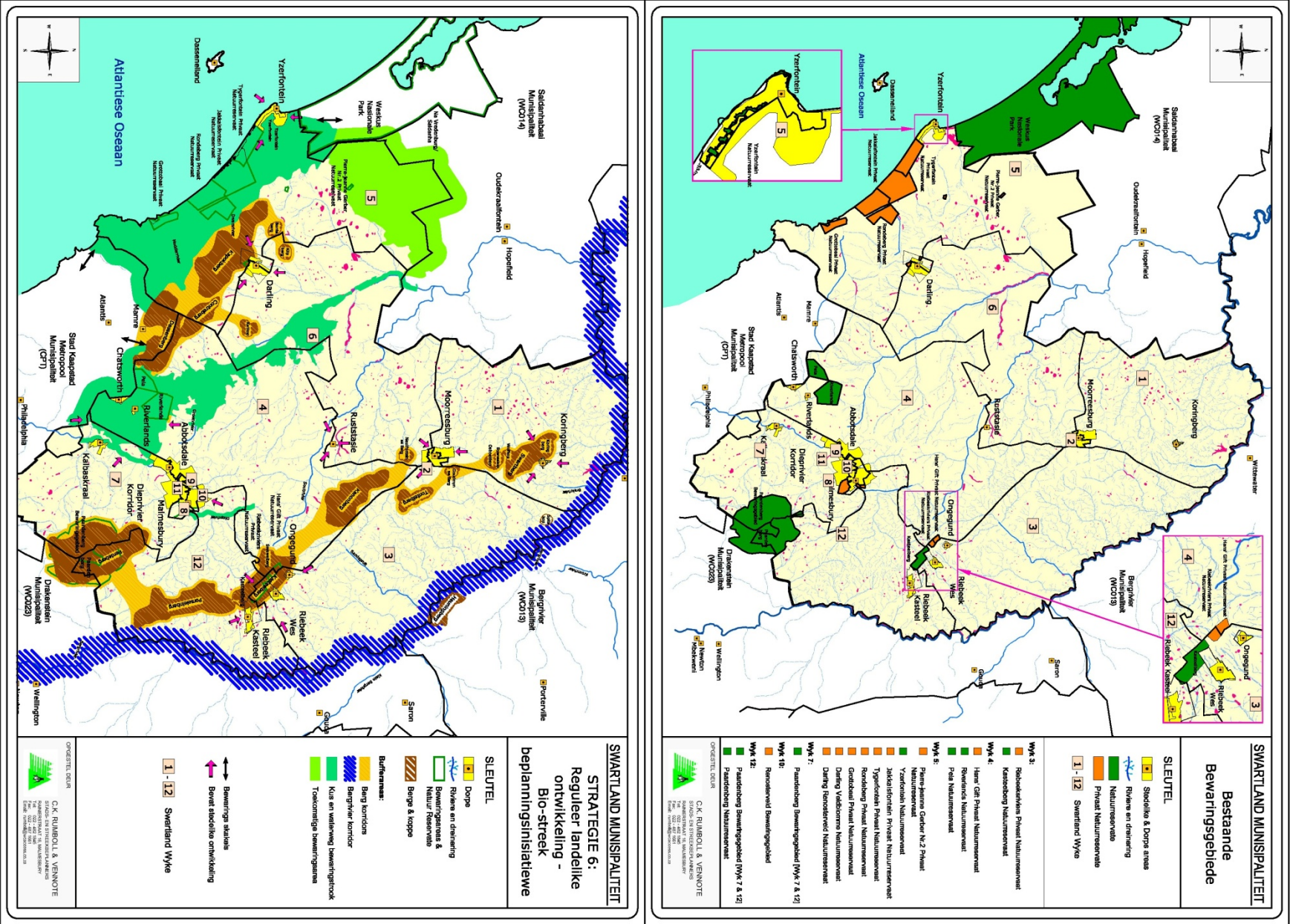




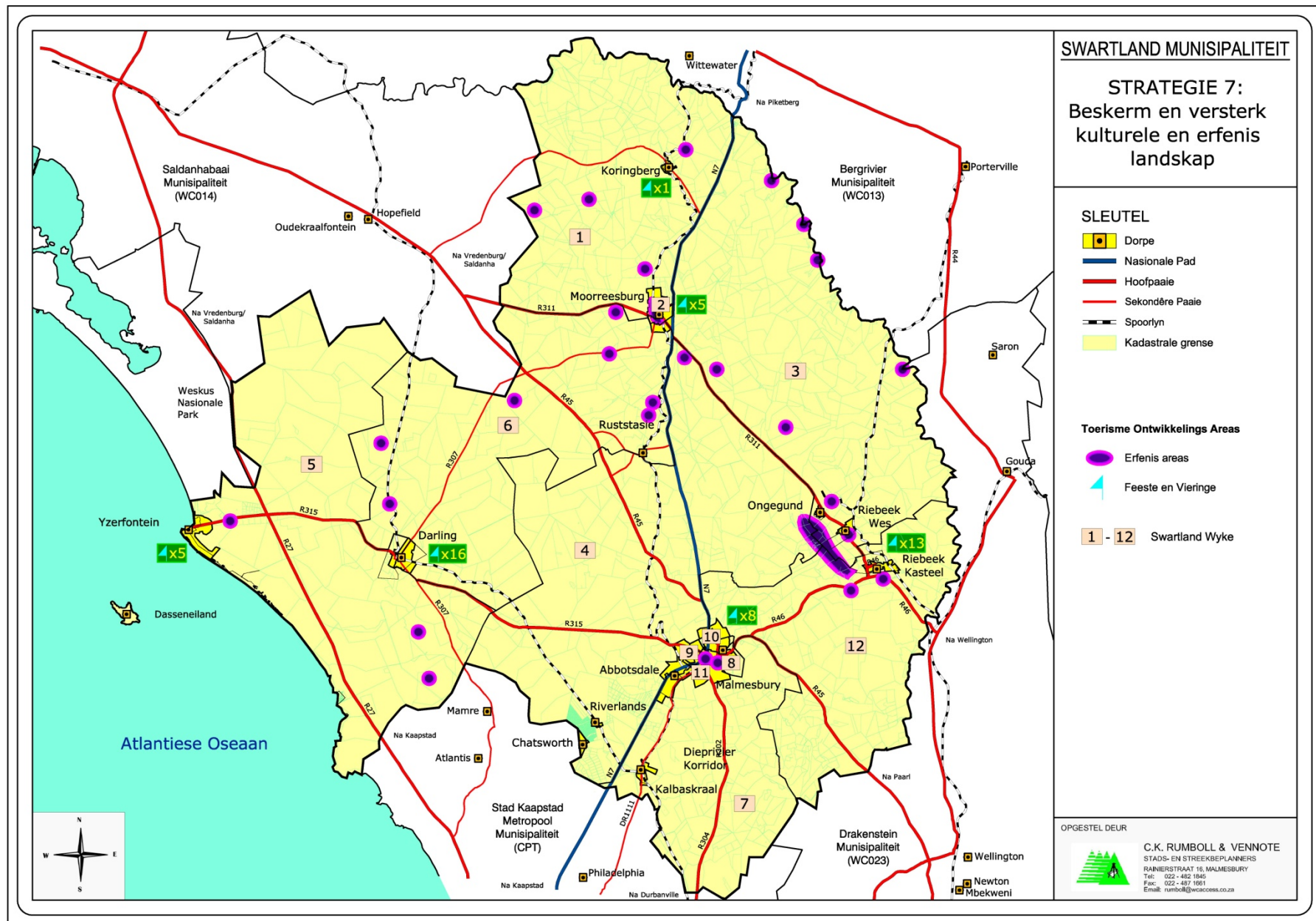




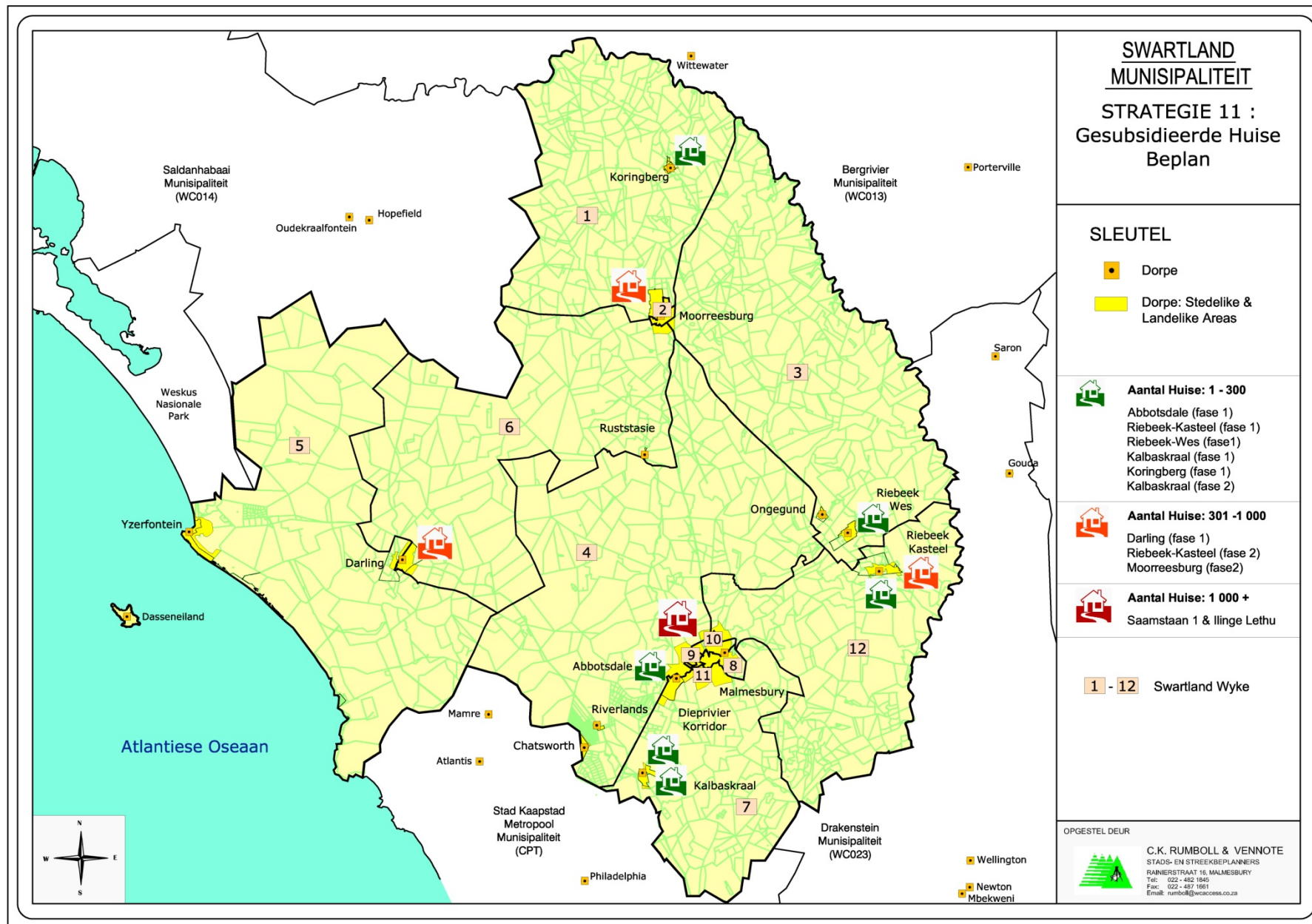




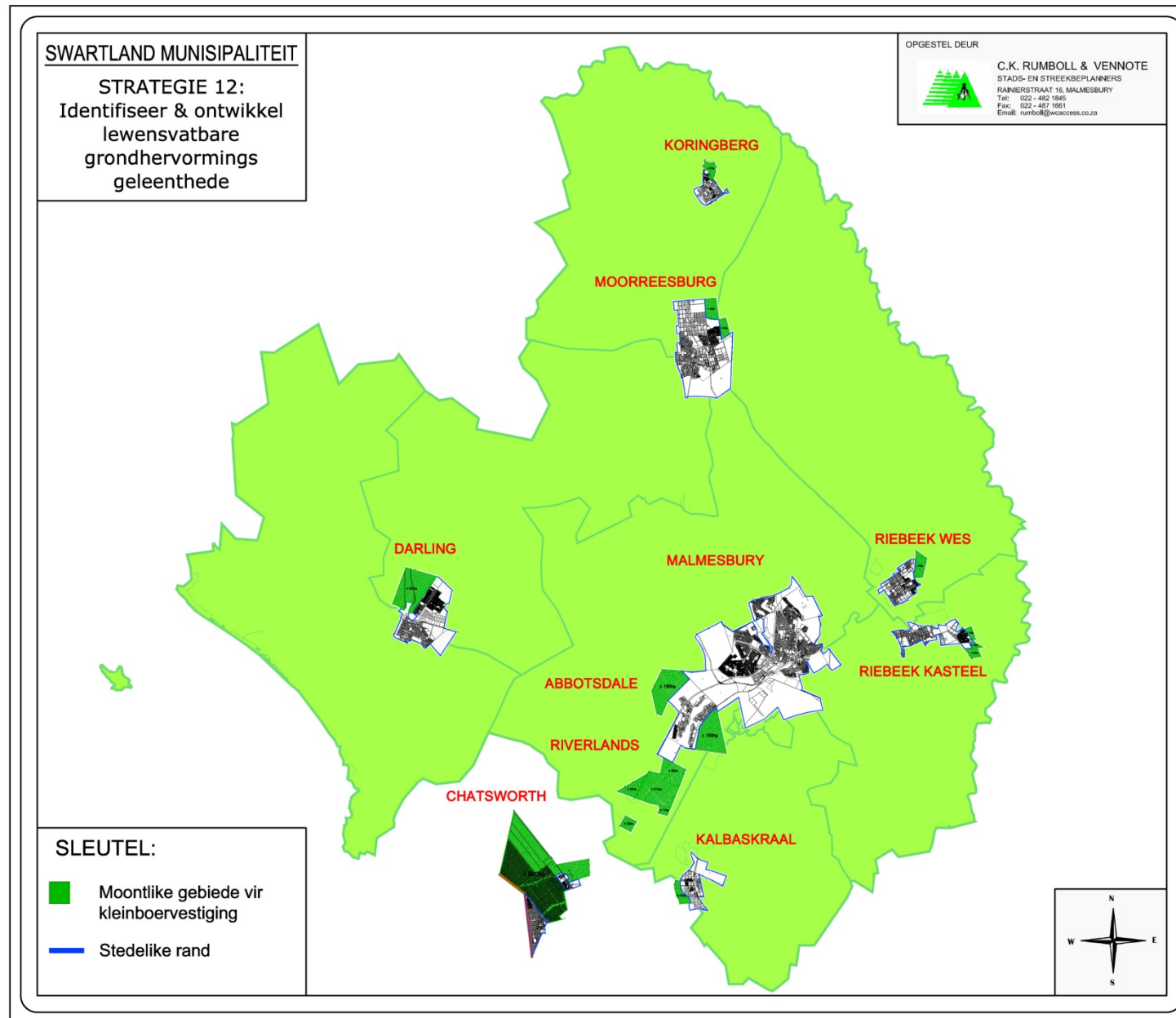




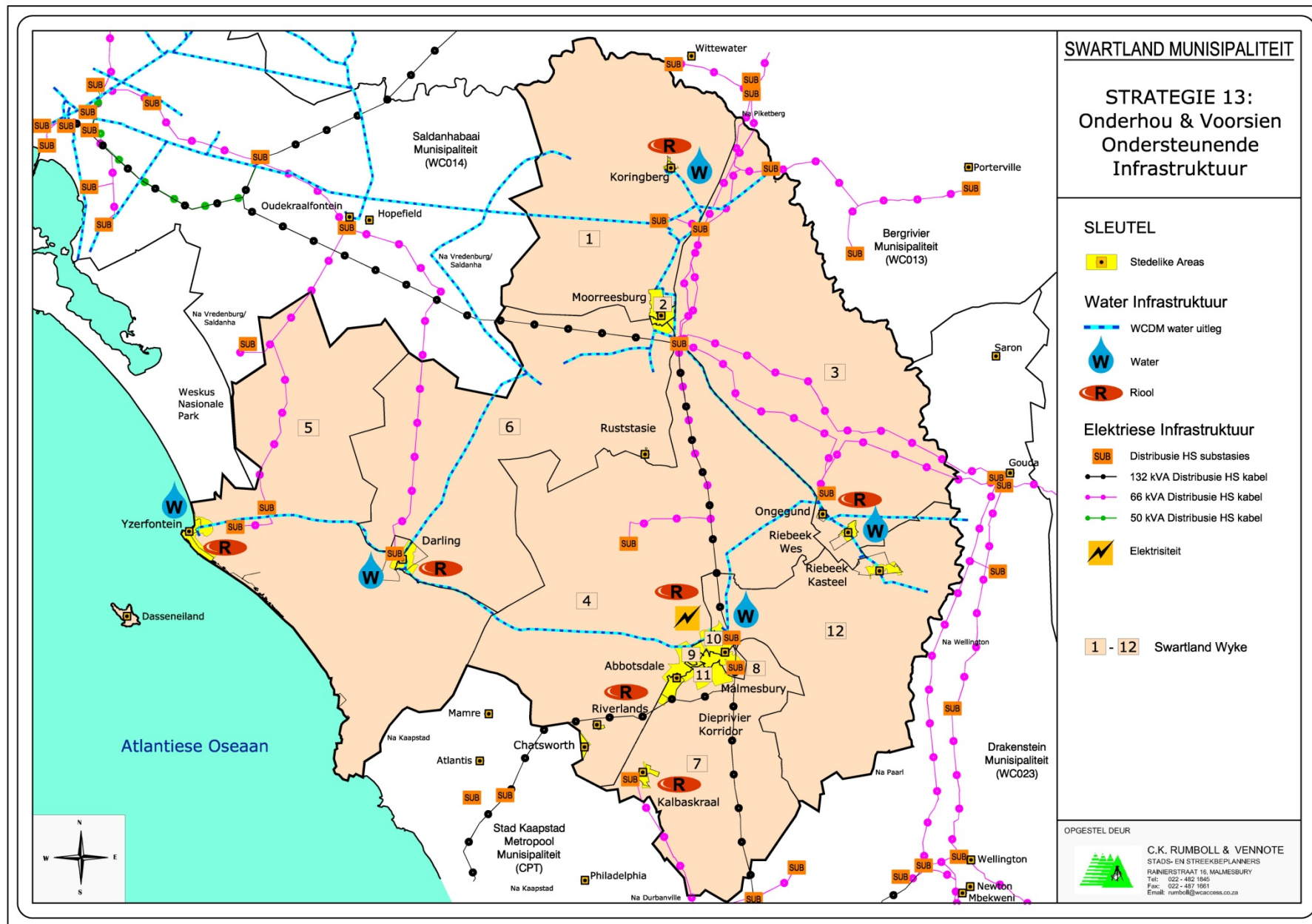














## 5.2 FINANCIAL PLAN (financial sustainability plan)

### (a) Executive summary

Swartland Municipality (municipality) is required, in terms of legislation, to submit a financial plan, including a three year budget projection, with the IDP.

The municipality has, as a long-term goal, a financially sound municipality with acceptable levels of service at affordable tariffs. The current financial position is sound, but there is a decline in the cash position over the Medium Term Revenue and Expenditure Framework MTREF period and the aim is to stabilise and even improve the cash position while also continuing to deliver quality services to its community.

The municipal management is of the view that, in order to improve, they need to know where they are and where must they aim. The municipality therefore, with financial assistance from the Provincial Treasury, embarked on a project to determine good financial benchmarks, based on the best practices of municipalities in the Western Cape, in order to measure itself against such benchmarks and to strategize to reach such benchmarks in the event of not achieving such. The project kicked off during the current budget period and all the results could not be incorporated into the 2012/2013 budget. However, any areas of concern, as identified later in this plan, will be addressed and suitable adjustments will be made in the 2012/2013 Adjustments Budget or the 2013/2014 budget.

Overall the municipality is in a healthy financial position, however, there are areas of concern, most notably the decline in the cash position, and the municipality will strategize accordingly to address these issues of concern.

### (b) Data analysis

The data used in graphs in this financial plan was obtained from the financial statements of all local municipalities in the Western Cape as well as the National Treasury SA14 Budget Submission forms for determining tariffs.

In order to “level the playing field between all the municipalities”, certain items of revenue and expenditure were eliminated from the Statements of Financial Performance. These items include the following:

	Item	Reason
1	Bulk purchases	Not all municipalities provide the electricity function in all its areas of operation. Bulk purchases have a material influence on the Statement of Financial Performance and any comparisons made.
2	Depreciation	Some municipalities are on the cost basis for the valuation for infrastructure assets while others, such as Swartland, are on a Deemed Cost basis. In general the depreciation on the Deemed cost basis of valuation is up to 3 times more than on the cost basis. This has a material effect on the Statement of Financial Performance, Financial Position and any comparisons made.
3	Changes in fair values, unamortised discounts, actuarial gains and losses, reversal of provisions and impairment losses/gains.	These are extraordinary items only applicable to a few municipalities with no real cash effect. These items have a material effect on the Statement of Financial Performance, Financial Position and any comparisons made.

### (c) Legislative requirements

The Local Government: Municipal Finance Management Act (Act No 56 of 2003) (MFMA) prescribes financial management in local government. It defines the roles of all functionaries in the financial management of the municipality.



In terms of Section 26 of the Local Government: Municipal Systems Act No 32 of 2000 (Systems Act) a municipality's IDP must reflect a financial plan including a budget projection for the next three years. The budget projection is derived from the Medium Term Revenue and Expenditure Framework (MTREF) which framework includes all sources of funding and expenditure projections for the MTREF period.

The financial management of the municipality is being driven by various financial policies as required by both the Systems Act and the Local Government Municipal Finance Management Act No 56 of 2003 (MFMA) as well as the regulations thereto. Furthermore the General Recognised Accounting Practises (GRAP) accounting framework as issued by The Accounting Standards Board prescribes the treatment of transactions on a uniformed basis.

The main policies, informing financial management in the municipality, in place are the following:

DOCUMENT	PURPOSE
Credit Control and Debt Collection Policy	To ensure proper credit control measures are in place and be applied.
Indigent Policy (included in above policy)	To assist the indigent households to receive basic services at subsidised tariffs, including free services.
Tariff Policy	To regulate the setting of tariffs and tariff structures.
Property Rates Policy	To ensure all landowners are being treated equitably in the payment of rates and the valuation of properties.
Supply Chain Management Policy	To regulate the supply chain management processes applied by the municipality.
Financial Bylaw	To regulate financial matters not listed in any other policies.
Cash Management and Investment Policy	To ensure cash resources are being utilised optimally with the minimum risk.
Virement Policy	To allow for virements in the budget
Asset Management Policy	To ensure capital assets are managed to obtain the optimum use of such assets.
Risk Management Policy	To manage risk.
Anti-Corruption Policy	To prevent corruption and encourage whistle blowing.

#### **(d) Financial strategies**

The municipality is in a healthy financial position, however, it needs to at least stabilise and further strive to continuously better its financial position, coupled with acceptable levels of service delivery at affordable tariffs. In order to measure itself against other local municipalities and benchmarks, the municipality, with assistance from the Provincial Treasury, embarked on a project to set standards based on best practises in the Western Cape. The first part of the project encompasses a financial analysis of all local municipalities based on the actual audited financial statements for 2011/2012 as well as the tariffs for the 2011/2012 financial year. From results of the project obtained it is clear that Swartland Municipality can be regarded as one of the best financially sound municipalities in the Western Cape, indicating that financial management practices and policies are delivering positive results. However, there is a strain on the financial resources of the municipality over the MTREF period as cash resources declines over the MTREF period and the challenge is to stabilise the cash flow position of the municipality over the short-term and improve on it over the longer term.

#### **(e) Medium term revenue and expenditure framework 2012/2013 (MTREF)**

The MTREF provides the expected revenue and expenditure for the 2012/2013 financial year as well as the following two years. The MFMA requires a budget to be cash-funded, unless prior year cash balances are being utilised to assist in funding a budget. The municipality's budget for the budgets year and outer years are not cash-funded, but prior year balances as well as the raising of the R105m loan for Waste Water projects and the utilisation of the unspent loan on such projects ensures a healthy financial position and in terms of the MFMA a "balanced budget". Cash resources are, however, reducing at a relatively fast pace, and it is essential for the municipality to pro-actively stabilise its cash position, which is expected to occur in the year following the MTREF. However, the municipality aims to achieve this stabilising exercise prior to that date by implementing strategies for problem areas identified in this document.

A summary of the MTREF, as well as the cash requirements, is listed below:



Description	2010/11	Current Year 2011/12		2012/13 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b>R thousands</b>						
<b>FINANCIAL PERFORMANCE</b>						
Property rates	56 669	58 908	58 908	67 476	72 142	77 274
Service charges	179 601	215 195	215 201	254 183	285 974	326 227
Investment revenue	11 326	16 058	16 058	12 023	10 819	9 893
Transfers recognised - operational	40 026	37 844	39 852	34 701	36 039	39 158
Other own revenue	35 884	30 126	29 415	30 505	27 975	28 718
<b>Total Revenue</b> (excluding capital transfers and contributions)	<b>323 505</b>	<b>358 130</b>	<b>359 433</b>	<b>398 889</b>	<b>432 949</b>	<b>481 271</b>
Employee costs	99 527	110 559	110 559	117 689	126 605	135 937
Remuneration of councillors	5 314	6 554	6 554	7 016	7 373	7 783
Depreciation & asset impairment	64 936	78 958	78 958	76 853	79 856	81 835
Finance charges	6 270	16 057	15 030	15 864	15 292	14 744
Materials and bulk purchases	100 399	127 499	127 499	160 459	183 130	210 880
Transfers and grants	1 084	1 296	1 296	1 363	1 403	1 403
Other expenditure	70 475	76 065	82 675	65 433	68 215	73 309
<b>Total Expenditure</b>	<b>348 005</b>	<b>416 987</b>	<b>422 570</b>	<b>444 677</b>	<b>481 876</b>	<b>525 892</b>
Surplus/(Deficit)	(24 499)	(58 857)	(63 137)	(45 789)	(48 927)	(44 621)
Transfers recognised - capital	35 385	13 224	14 046	19 480	15 322	16 208
<b>Surplus/(Deficit) for the year</b>	<b>10 886</b>	<b>(45 633)</b>	<b>(49 091)</b>	<b>(26 309)</b>	<b>(33 605)</b>	<b>(28 413)</b>
<b>CAPITAL EXPENDITURE &amp; FUNDS SOURCES</b>						
<b>Capital expenditure</b>						
Transfers recognised - capital	35 385	13 224	14 046	19 480	15 322	16 208
Borrowing	–	78 673	41 991	22 948	17 500	8 200
Internally generated funds	50 323	4 452	43 573	44 420	41 741	23 980
<b>Total sources of capital funds</b>	<b>85 708</b>	<b>96 349</b>	<b>99 611</b>	<b>86 848</b>	<b>74 563</b>	<b>48 388</b>
<b>FINANCIAL POSITION</b>						
Total current assets	215 264	238 535	255 964	216 010	183 323	185 300
Total non current assets	1 726 907	1 536 522	1 747 560	1 757 528	1 752 205	1 718 735
Total current liabilities	54 305	52 477	54 141	55 648	55 638	58 410
Total non current liabilities	78 116	188 056	187 912	182 728	178 333	172 480
Community wealth/Equity	1 809 750	1 534 523	1 761 471	1 735 162	1 701 557	1 673 144



**CASH REQUIREMENTS**

Description <b>R thousands</b>	2010/11	Current Year 2011/12		2012/13 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Cash flows						
Net cash from (used) operating	71 618	24 531	37 219	50 769	42 341	50 912
Net cash from (used) investing	(79 266)	(89 345)	(92 607)	(80 459)	(71 763)	(45 873)
Net cash from (used) financing	(13 366)	100 810	100 718	(6 233)	(6 418)	(6 537)
<b>Cash/cash equivalents at the year end</b>	<b>167 244</b>	<b>195 557</b>	<b>212 573</b>	<b>176 650</b>	<b>140 810</b>	<b>139 311</b>
Cash backing/surplus reconciliation						
Cash and investments available	167 244	195 557	212 573	176 650	140 810	139 311
Application of cash and investments	(1 805)	162 492	146 641	151 456	136 602	132 158
<b>Balance - surplus (shortfall)</b>	<b>169 049</b>	<b>33 065</b>	<b>65 932</b>	<b>25 195</b>	<b>4 208</b>	<b>7 153</b>

**(f) Revenue raising strategies**

For Swartland Municipality to maintaining and also continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macro-economic policy;
- Growth in the Municipality and continued economic development;
- Efficient revenue management, which aims to ensure a 96 per cent annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

The inflation forecasts for the MTREF period is on average 5.5% per annum. The municipality's aim is to not exceed inflation in its annual tariff adjustments but external factors such as the Escom increases, bulk water purchases and national collective agreements on salary increases which are beyond the control of the municipality hampers this goal.

In order to ensure all revenues are raised and recovered and further that all ratepayers are being treated equitably, the municipality identified certain areas of concern and is busy implementing measures to address these problem areas. These include the following:



Strategy	Actions
Review tariff modelling	Investigate and implement if viable. Compare with other municipalities taking service levels into account.
Maintain and improve on debt collection	Investigate further processes to increase the debt collection rate Restructure the credit control unit to amend the job description of officers to also do law enforcement that will enable them to immediately address the theft of water and electricity.
Secure new sources of income	Facilitate new income generating developments Investigate and implement ways to attract new businesses to the Swartland Investigate parking fees and smart electricity and water meters and implement if viable
Counter the potential loss in electricity income	Do long term planning with respect to electricity income
Ensure an accurate and well maintained income database	Do a complete investigation of income database and maintain properly
Secure more external funding and government grants for soft services including long term funding for operating expenses	Investigate possible new external funding sources and government grants Establish Public- Private Partnerships or Public -Public Partnerships with respect to soft services (inclusive of the Yzerfontein caravan parks and harbour) Investigate the possibility of voluntary contributions from private sector for low cost housing. Discuss the matter with the business sector
Monitor the financial health of the Municipality against financial standards	Measure and report on financial performance against ratio's and standards on a quarterly basis

The following processes are already in place in respect of the above strategies:

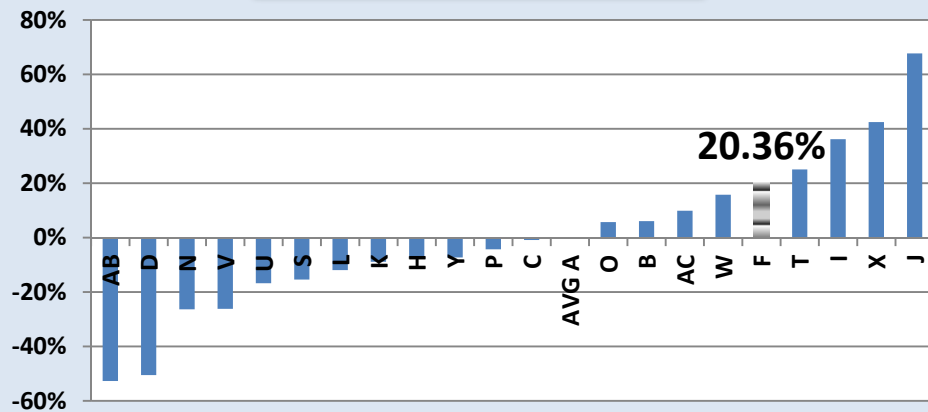
### Review tariff modelling

The exercise to benchmark the municipality against other municipalities is in its early stage i.e. it does not take service levels into consideration. However, the early indications are that the municipality's rates tariffs for a larger household is on average 20.36% higher than the average in the Western Cape, and for smaller households on average 11.27% lower as depicted below (**Graphs 1 and 2 -Swartland is "F"**). The challenge for the municipality is to balance the tariffs with acceptable service levels funded from rates **and to determine the extent of a premium to be paid for higher service levels or discounts for lower service levels**, taking into account the demographic profile of the population in the Swartland Municipal Area. In general, management is of the opinion that service levels in Swartland is on a higher than average level.



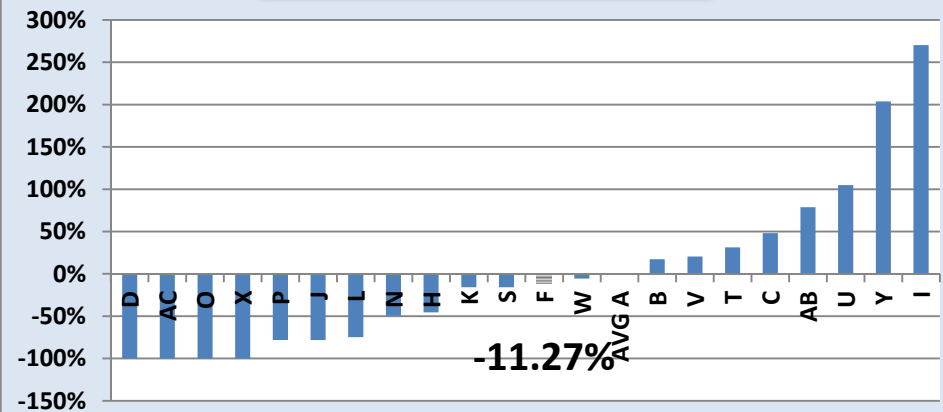
**GRAPH 1**

**Large Households  
Property Rates - Over/(Under) Average**



**GRAPH 2**

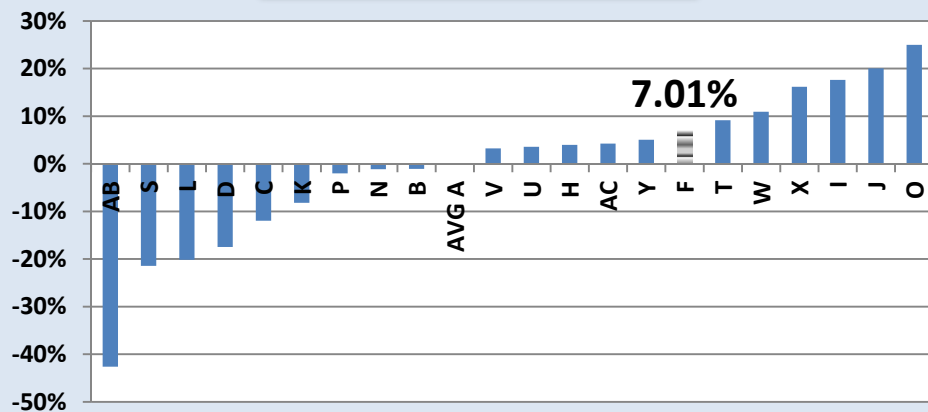
**Small Households  
Property Rates - Over/(Under) Average**



Similarly, other tariffs are also being compared with other municipalities and the monthly account is on average 7.01% higher than the average in the Western Cape for large households and 7.45% for smaller households (**Graphs 3 and 4**). The municipality is currently investigating the reasons for this taking into account the service levels as well as the different types of services funded from the municipal coffers. An example is the municipal policing, where Swartland is one of only a few with such a service. This naturally has a huge cost implication, but the levels of crime against other municipalities are lower and the additional expenditure leads thus to a safer environment.

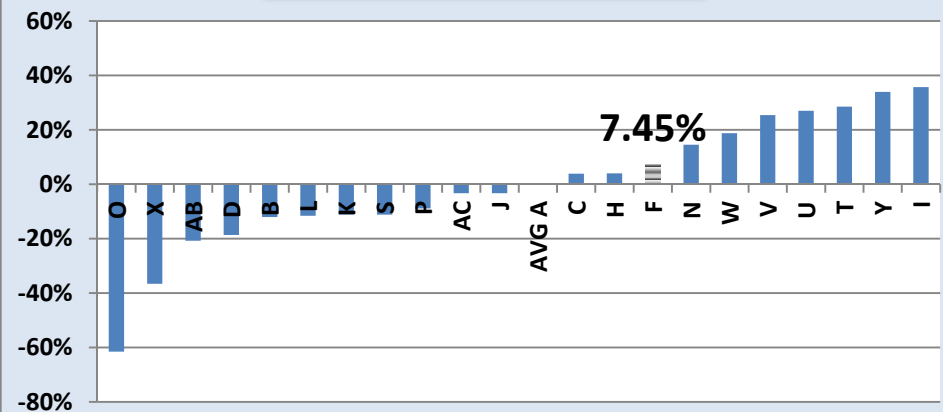
**GRAPH 3**

**Large Households  
Total account - Over/(Under) Average**



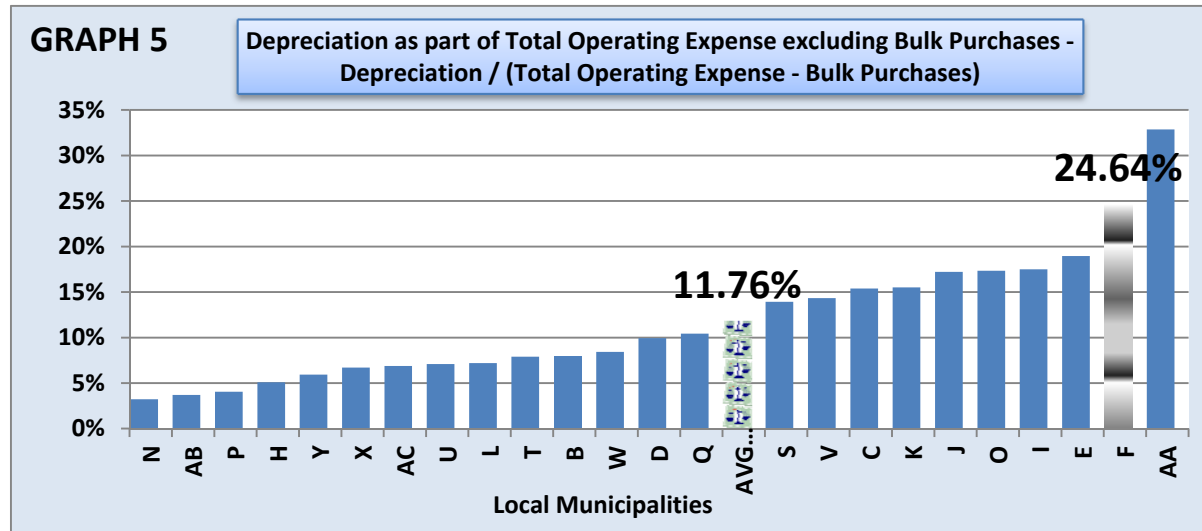
**GRAPH 4**

**Small Households  
Total Account - Over/(Under) Average**





Tariffs, for especially trading- and economical services, should be cost reflective. The tariffs for the water-, sewerage- and solid waste removal services are not as yet cost reflective and will be addressed as part of the review of all tariffs during the MTREF period. One of the reasons for the projected shortfalls is the increased depreciation charges due to the implementation of a deemed cost for unbundled infrastructure assets (**Graph 5**). Whether this depreciation charges must be cost reflective will be considered during the tariff review and a strategy determined accordingly.

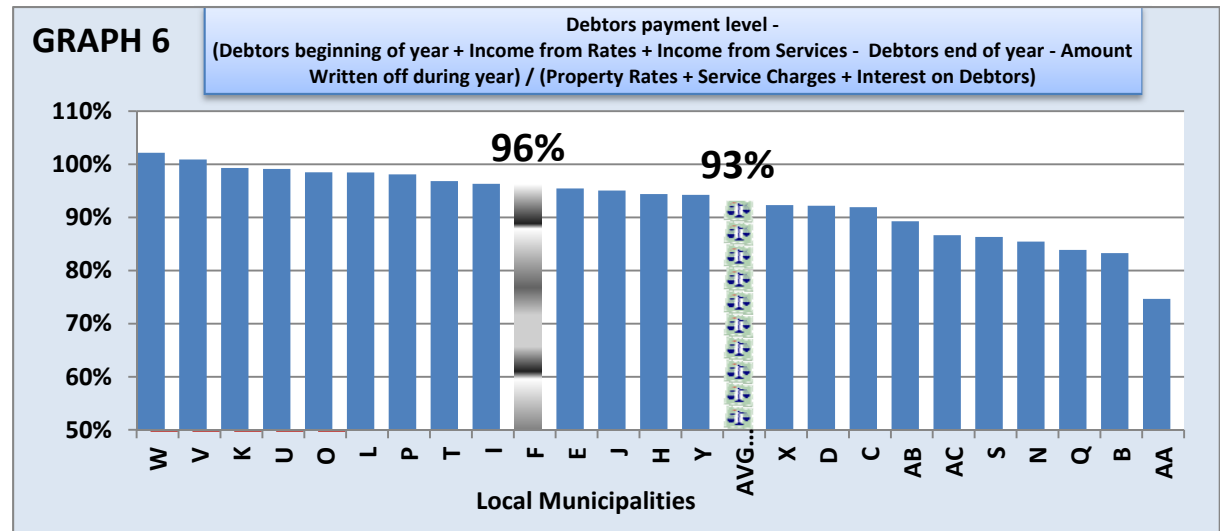


Similarly, the municipality is busy with an exercise in order to determine cost reflective tariff structures for all sundry services performed by the municipality, e.g. connections fees, building plan approvals, law enforcement, agency functions etc. The aim is to ensure that the “user pays” principal is applied, and that other consumers / citizens should not carry the burden for services rendered to people other than themselves.

### Debt collection

The municipality must also ensure that all possible monies billed should be collected. To this end the debt recovery rate is 96% for rates and service charges excluding fines, permits and sundry cash collections, which are above the average in the Western Cape (**Graph 6**). However, it still represents an annual cash shortfall on billing of about R10 million, and an increase in this percentage will also contribute to sustainability. The municipality will continue to vigorously pursue debt collection as prescribed in the Debt Collection Policy.

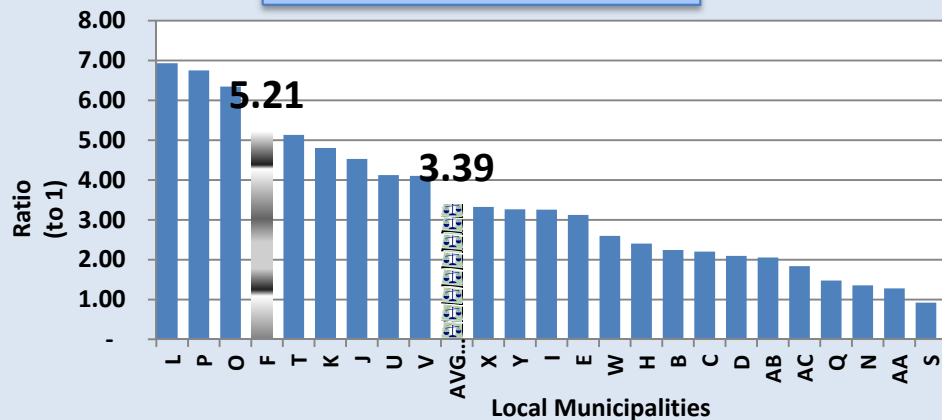
The turnover of accounts receivable as well as the debtors' turnover is good indicators of the effectiveness of debt collection policies and procedures (**Graphs 7 and 8**). Both these indicators indicate that the application of the municipality's policies and procedures are well above the average in the Western Cape and although this is exceptional, there is always a means to improved results.



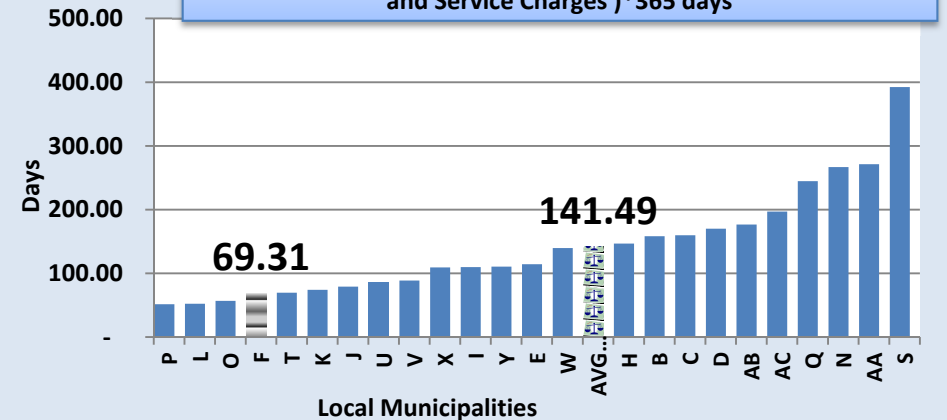


**GRAPH 7**

Turnover of Accounts Receivable -  
Revenue Credit / Accounts Receivable


**GRAPH 8**

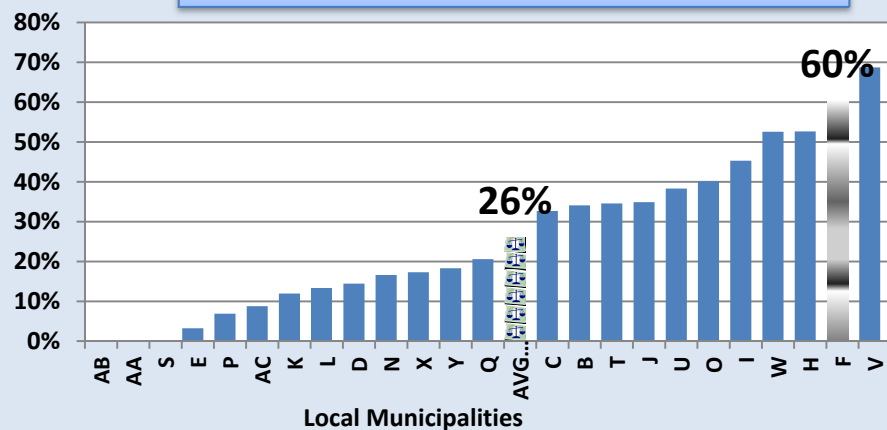
Debtors turnover -  
(Gross Rates and Service charge debtors / Total income from Rates and Service Charges) \* 365 days



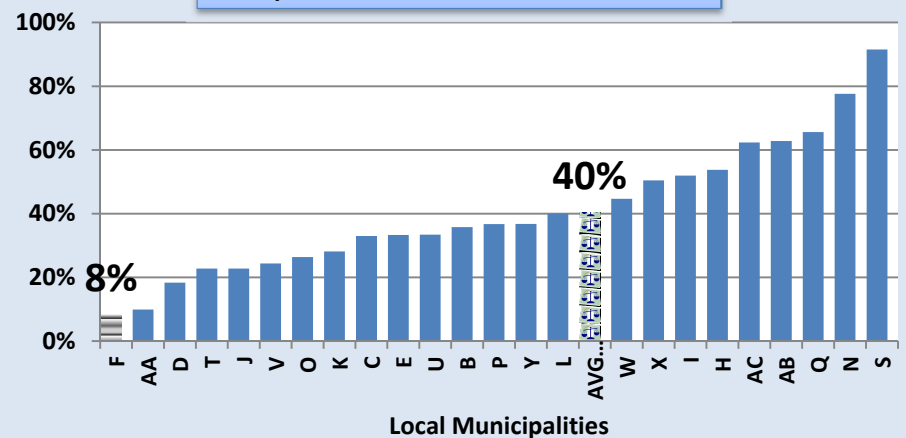
In the current economic climate it is clear that there will always be bad debts, and the challenge is to manage that to an absolute minimum, with an increase in any possible bad debts pro-actively being identified and limited. In instances where bad debts, however, do occur, the municipality's write-off policies are strictly adhered to and applied, thereby assuring that the municipality's debtors' book is not overburdened with unrealistic debtors' balances as well as continuous interest being raised on such bad debts. The effectiveness of this is that 60% of the total impairment allowance is written off against an average of 26% in the Western Cape, while the net impairment allowance represents only 8% of total debtors against an average of 40% in the Western Cape (*Graphs 9 and 10*).

**GRAPH 9**

Bad debts written-off as % of Total Impairment allowance -  
Bad Debts written-off / Total Impairment


**GRAPH 10**

Impairment Allowance as % of Total Debtors -  
Impairment Allowance / Total Debtors





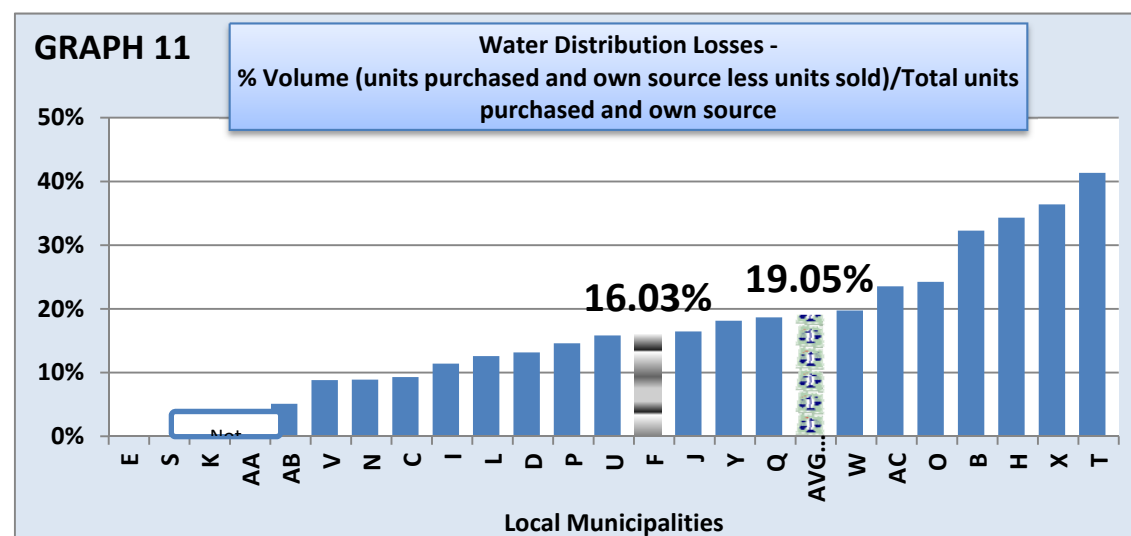
### Secure new sources of income

The municipality must continuously investigate new ways of funding, including new sources of income. Local Economic Development (LED) plays a critical role in achieving growth in the municipal area and is one of the targeted national priorities to attain growth in employment opportunities. Growth in the municipal area will naturally also ensure an expansion of the municipality's revenue base.

The municipality's role is that of an enabler which, through its policies, can assist new businesses to be established in the area. This can be done by way of tax- and tariff incentives, providing land for development opportunities, providing sufficient infrastructure for larger projects and by procuring as much as possible from local businesses. To this end the municipality started a process to identify the development- needs and opportunities within the municipal area and will engage with other stakeholders such as the Industrial Development Corporation to assist in bringing growth to the area.

At a local level the municipality is currently investigating additional sources of revenue such as the cost reflective tariffs as indicated above, but also new sources of revenue such as the possibility of installing parking meters or appointing parking marshals on a shared revenue basis.

The municipality is further investigating different metering options for water, thereby limiting not only possible water theft but also incorrect readings, all of which contribute to the excessive water losses experienced by the municipality (*Graph 11*). Water is being purchased from the West Coast District Municipality and is becoming very expensive. Since water is a trading account the tariffs for water should be cost reflective, and will any water losses necessarily be borne by the honest consumer. Furthermore, the water infrastructure in many areas in the municipality is becoming old and that leads to more bursts, water losses and also to more costly maintenance requirements. The municipality targets water losses at 14% over the short term and below 14% over the longer term. This can only be achieved by limiting water theft, correcting faulty meters as well as replacing aging infrastructure. These are all being investigated the results of which will be incorporated in future budgets.



### Address unfunded mandates

Critical to the financial viability of local government is whether it can afford unfunded mandates, which mandates always put financial strain, rather than revenue, on a municipality. The expected losses on these functions, including Housing, Libraries, Main Roads and Police, is R13 million per annum and with cash flows already under pressure, it is doubtful whether the municipality can carry on with such functions without financial assistance from the responsible spheres of government.

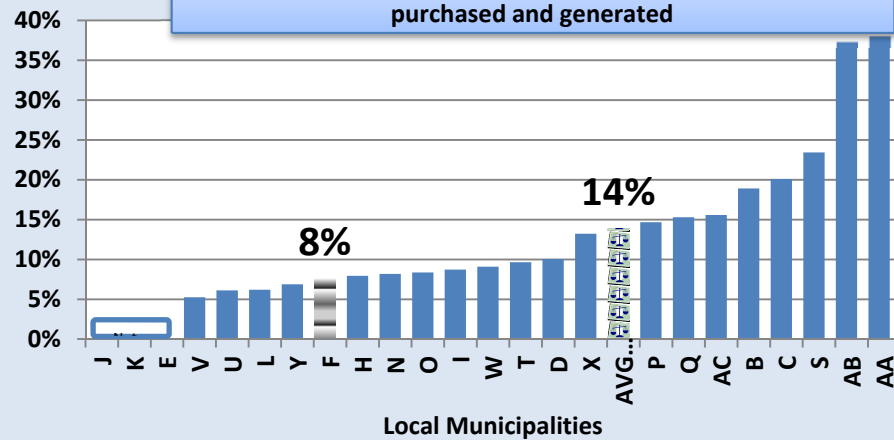
### Counter the potential loss in electricity income

The municipality's electricity distribution losses are 8% per annum, which is well below the average of 14% for the Western Cape (*Graph 12*). Considering, however, that 1% represents more than R1m in costs and R1.3 million in revenue, it is imperative to try and reduce this losses to the minimum. The municipality is investigating ways to ensure the losses are limited to the absolute minimum. In addition, there are indications that there might be an anomaly between the relatively low line losses and the relatively high "Cost of purchases" where the cost of purchases is nearly 6% higher than the average in the Western Cape (*Graph 13*). This issue will be addressed with Eskom.

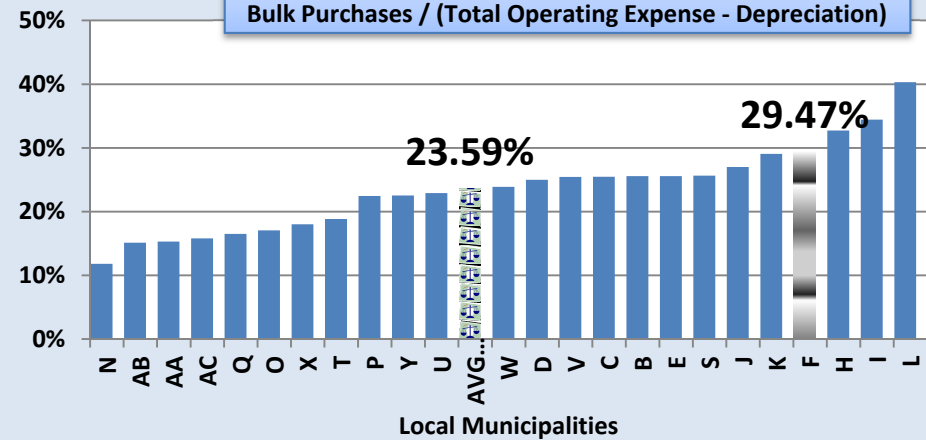


**GRAPH 12**

**Electricity Distribution Losses -  
% Volume (units purchased and generated less units sold)/units  
purchased and generated**


**GRAPH 13**

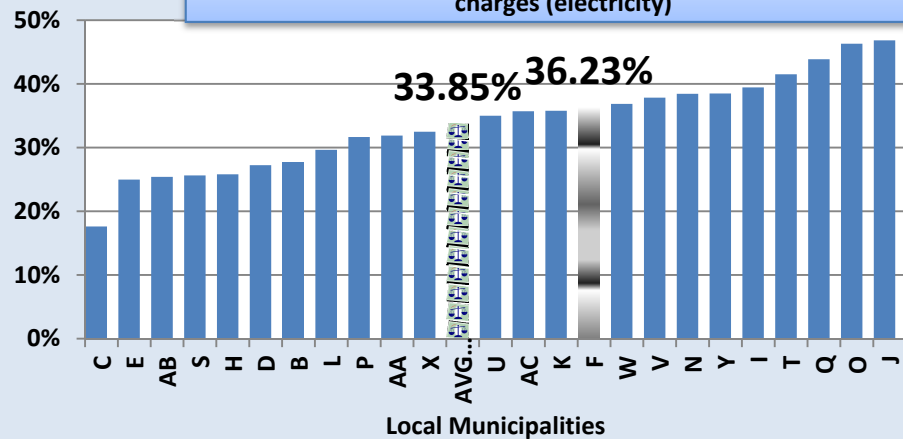
**Electricity Bulk Purchases as part of Total Operating Expense  
excluding Depreciation -  
Bulk Purchases / (Total Operating Expense - Depreciation)**



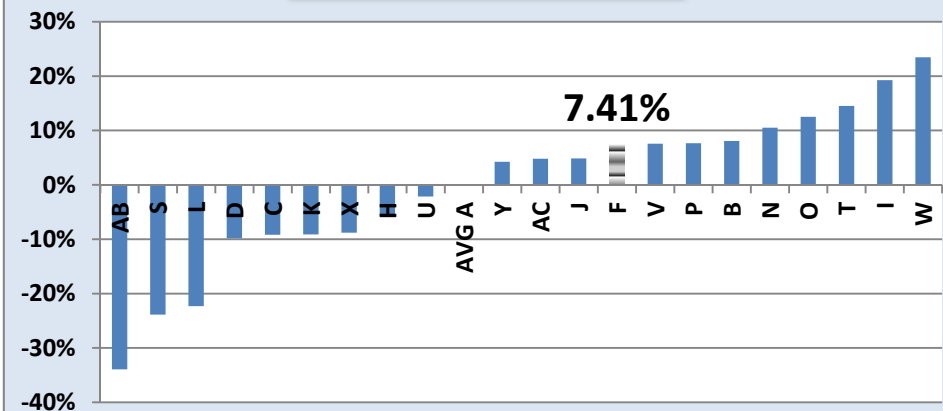
The gross profit on electricity is slightly (3%) higher than the average in the Western Cape (**Graph 14**). This is also reflective in the average tariffs which are 7.41% higher than the average in the Western Cape (**Graph 15**). Strategically this should be reduced to a level similar to the average in order to ensure future limitations which might be set by the National Electricity Regulator of South Africa (NERSA) is countered with solid prove.

**GRAPH 14**

**Gross Profit - Electricity -  
(Service charges (electricity) - Bulk Purchases (electricity)) / Service  
charges (electricity)**


**GRAPH 15**

**Large Households Tariffs  
Electricity - Over/(Under) Average**





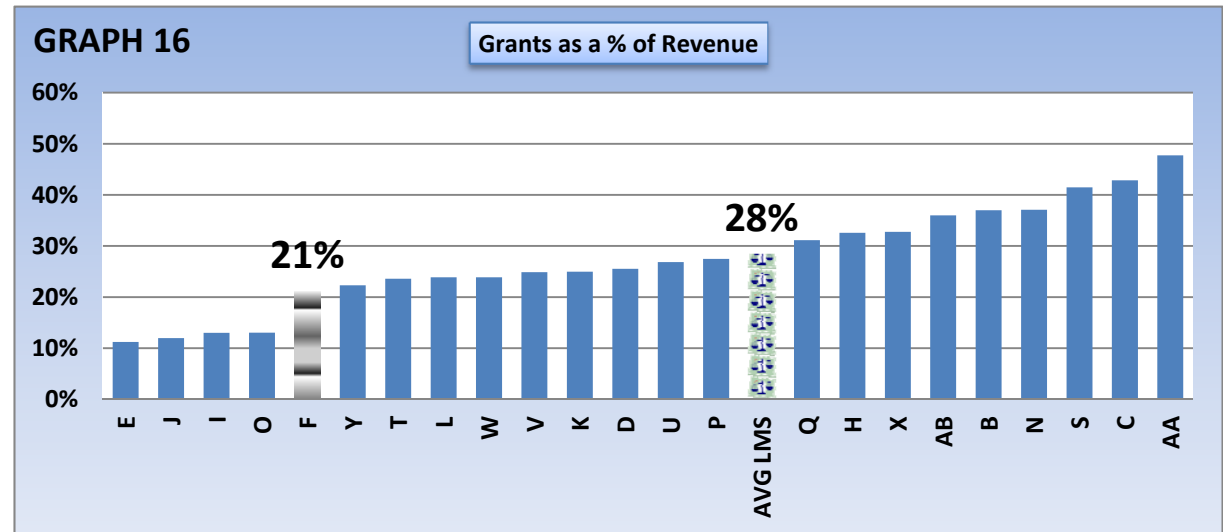
### Ensure an accurate and well maintained income database

A reliable revenue system is paramount to ensuring all revenues are billed and collected. It is therefore critical that the municipality embarks on an exercise to ensure all properties in the municipal area are valued and metered and are being billed accordingly. To this end the municipality started the process of data cleansing as well as to reconcile the properties on the financial system (Promun) to that of the Deeds Office, the Surveyor-General's Office as well as the Valuation Roll.

### Secure more external funding and government grants for soft services including long term funding for operating expenses

The National Treasury, and to a lesser extent the Provincial Treasury, allocates grants to municipalities. The grants mainly consist of the Equitable Share as well as the Municipal Infrastructure Grant (MIG). Other grants include the Finance Management Grant and various subsidies, as well as grants to construct low cost housing.

From **Graph 16** it is evident that the municipality's grant revenue is well below the average in the Western Cape (equal to about 7% of revenue). This represents an amount of approximately R25m per year. The municipality will investigate the reasons for this anomaly and will furthermore pursue opportunities for receiving grant funding vigorously.



### Monitor the financial health of the Municipality against financial standards

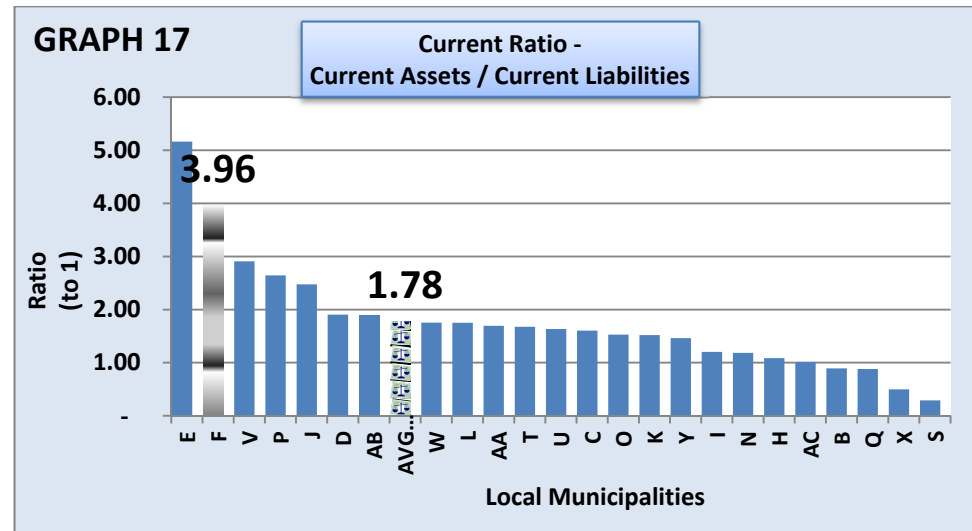
Critical to delivering sustained quality services to its community, the municipality needs to be in a financially sound position. In order to ensure the municipality benchmarks itself against other municipalities, the municipality, with assistance from the Provincial Treasury, took a leading role in instigating an investigation into the financial results of the municipalities in the Western Cape for the year ended 30 June 2011.

From the early results of the investigation it is clear that the municipality is one of the most viable municipalities in the Western Cape, proving that its financial policies and procedures are delivering the required results.

The current ratio is 3.96 to1, indicating that the municipality's current assets exceeds the current liabilities by nearly 400% and indicating further that the municipality is well positioned to redeem its short-term debt (**Graph 17**). The average for the Western Cape is 1.78 to1. A general acceptable benchmark, also in the private sector, is 2 to 1, and anything above that is a good indication of the municipality's credit worthiness.

A further indicator is that the municipality's cost coverage is equal to more than 4 month's fixed operational expenses against an average of 2.86 times, again indicating a healthy cash position (**Graph 18**).

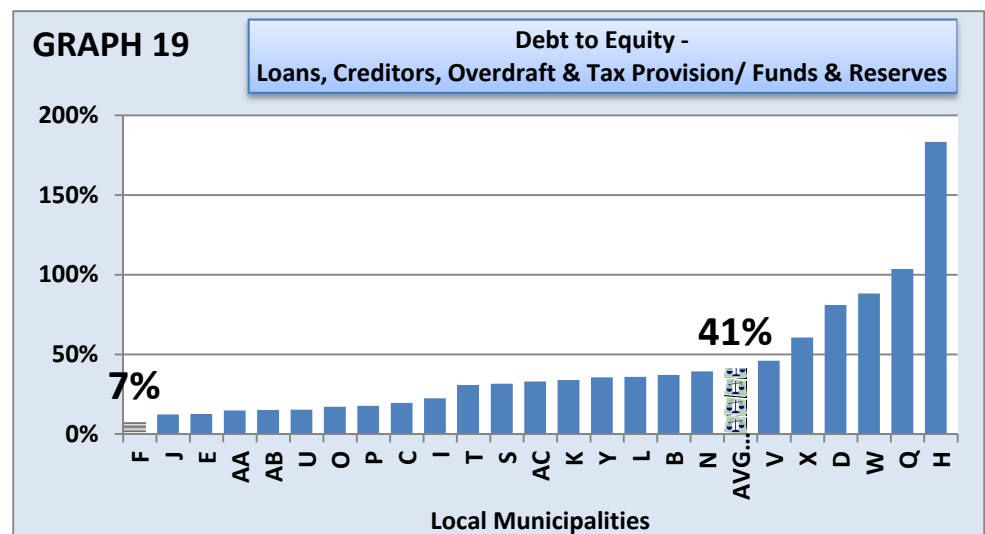
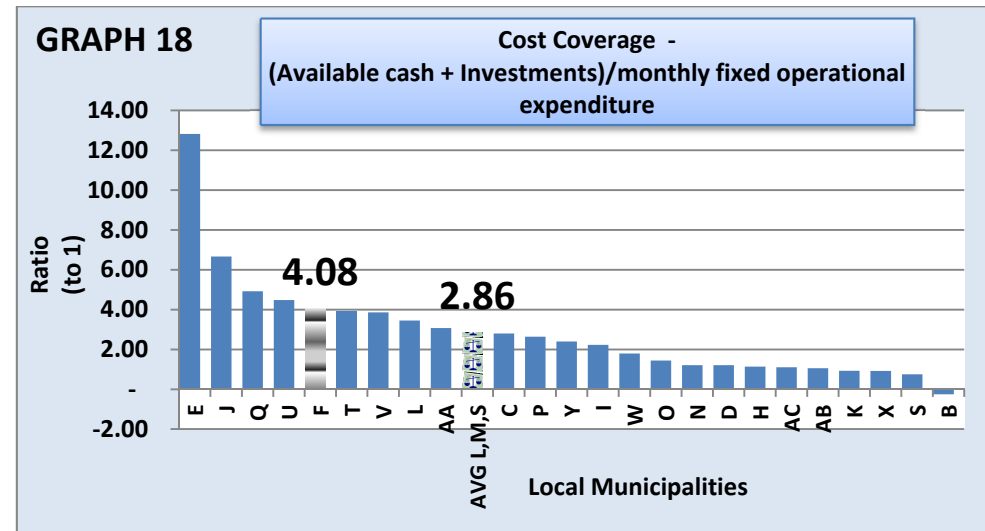




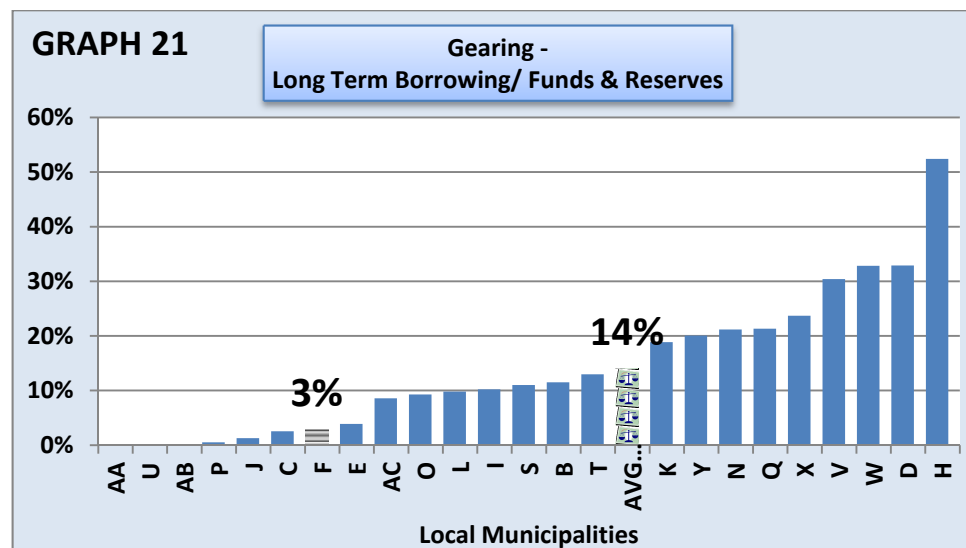
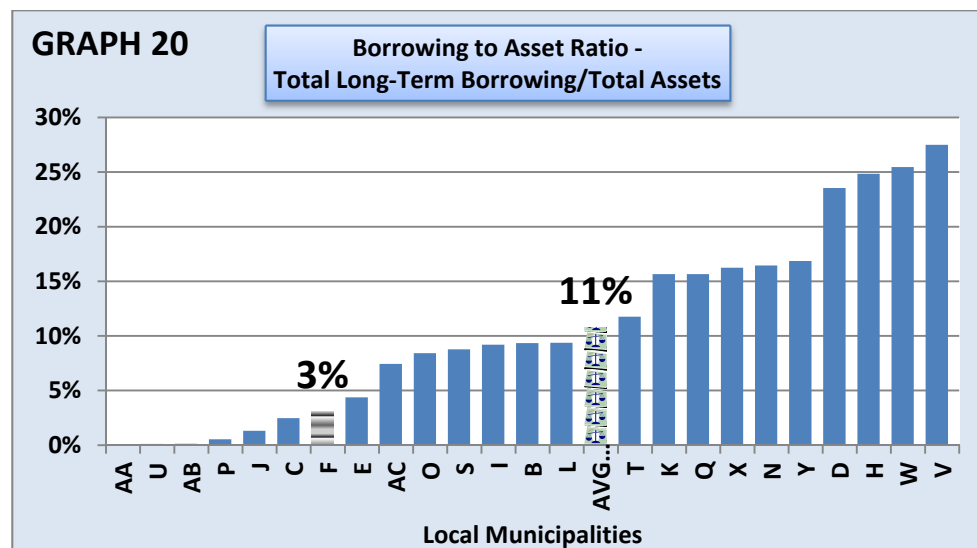
The debt to equity ratio measures the debt against the reserves, mainly the Accumulated Surplus. It is the best ratio results in the Western Cape (**Graph 19**)

Long-term borrowing is well within the limits of affordability; however, the municipality raised external loans of R105m in the current financial year in order to fund Waste Water projects. This will put a limit to additional available lending capacity, but there are still room for further loans in case of urgent need.

The Borrowing to Asset ratio, as depicted in the graph below, is linked to a depreciated replacement cost for assets, which, in general, is about 3 to 4 times higher than the values at cost. Should cost be used, the ratio will be close to the average in the Western Cape, indicating that the municipality's loans are in line with that of other municipalities (**Graph 20**).





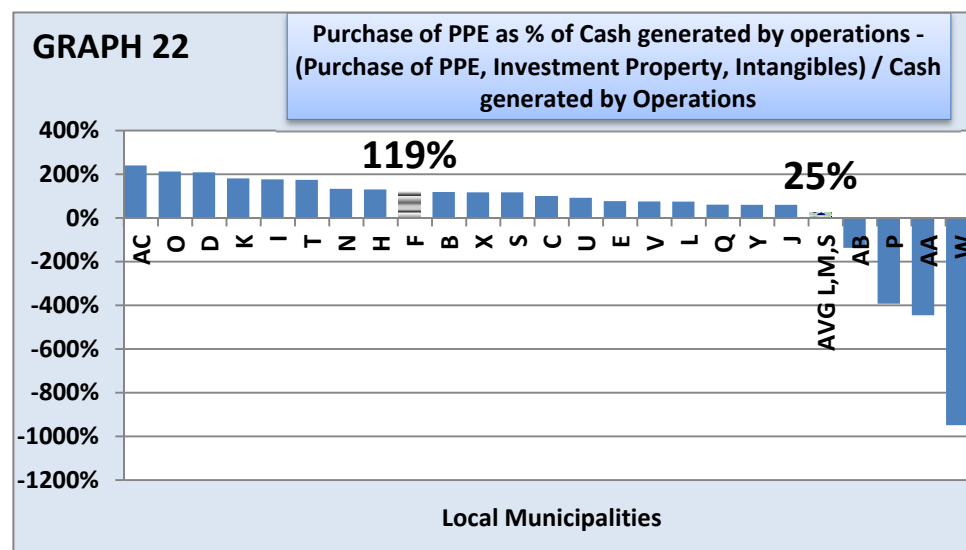


Similarly, the Gearing ratio indicates the outstanding loans measured against the Accumulated Funds, mainly the Accumulated Surplus. The gearing is well below the average in the Western Cape, meaning sufficient room for new loans (**Graph 21**).

There are, however, a few areas of concern, and the municipality is investigating the reasons for such and will act upon it during the next budget cycle.

The municipality's capital expenditure exceeds the cash generated by operations (inclusive of capital grants) by 119%, which effectively means that the cash generated from normal operations is not sufficient to fund the capital expenditure as well as repaying loans (**Graph 22**). This will lead to the situation whereby the municipality's cash resources will be depleted in years to come, unless loans are being raised for capital expenditure. The municipality is using the data obtained from the investigation into financial viability to calculate the available resources for the next five financial years.

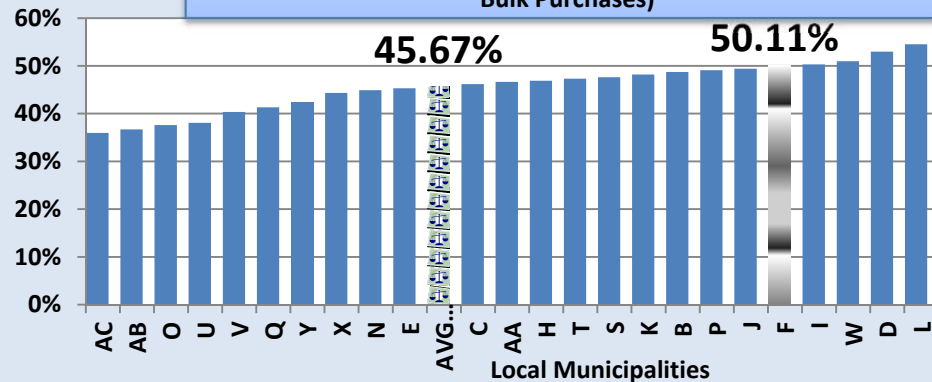
Revenue derived from the operating budget is sufficient to redeem operating expenditure as well as to assist in financing a portion of the capital budget. An area of concern, however, is the cost associated with employees which is at 50.11% the 5<sup>th</sup> highest in the Western Cape (**Graph 23**). The municipality is investigating all the reasons for this taking into account the current service levels as well as the types of services rendered. The municipality identified the cost of the Police Services as one of the elements for the above average ratio. If such costs are excluded, the municipality's employee related costs are reduced to 48.72%, which is still  $\pm 3\%$  higher than the average (**Graph 24**). (Note that the average also changes in such circumstances). **Graph 25** shows the remuneration of councillors as part of total operating expense.



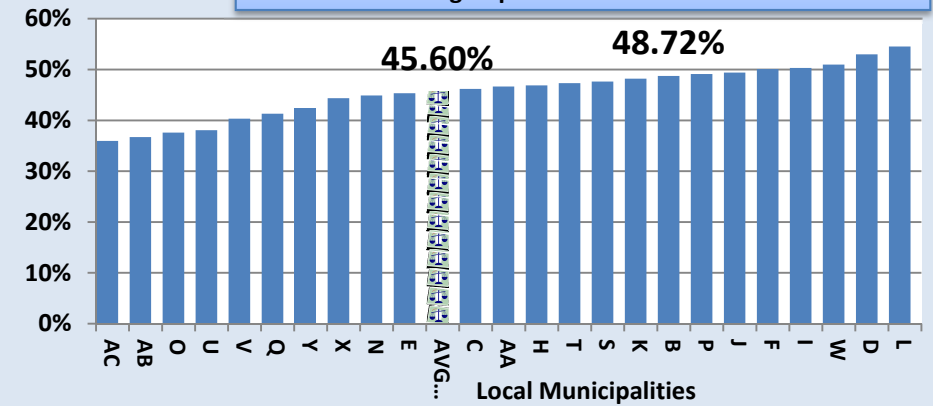


**GRAPH 23**

Employee Related Costs as part of Total Operating Expense  
excluding Depreciation & Bulk Purchases -  
Employee Related Costs / (Total Operating Expense - Depreciation -  
Bulk Purchases)


**GRAPH 24**

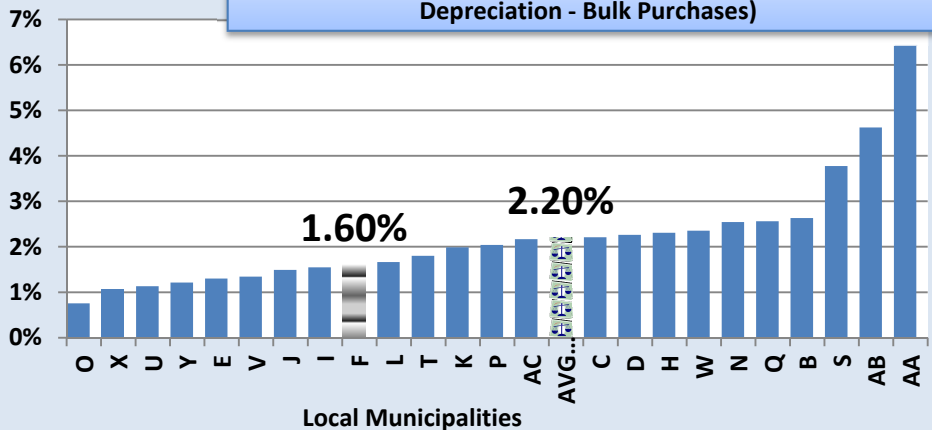
Employee Related Costs  
(excluding Police Services) as part of Total Operating Expense  
excluding Depreciation & Bulk Purchases



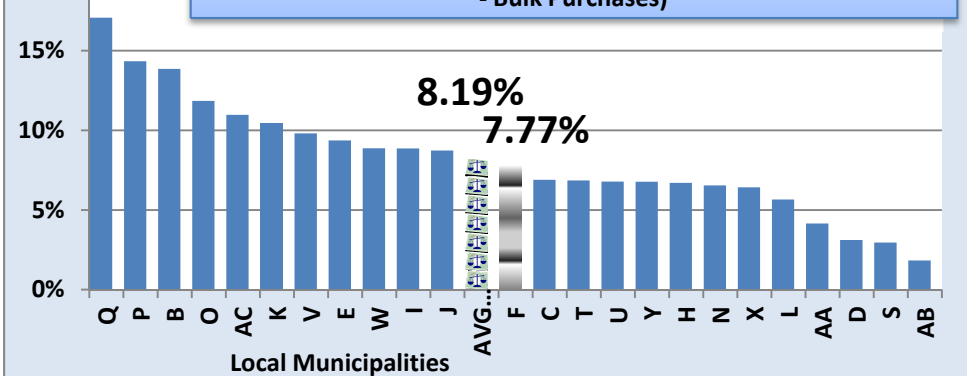
Repairs and Maintenance is usually one of the first expense items to be neglected when a municipality experience financial difficulties. The municipality, at 7.77% of operating expenditure, is below the average spent on repairs and maintenance, and the reasons for this is also being investigated (**Graph 26**). Items such as the extent of the essential user's motor vehicle scheme might form part of it, but it cannot be the only reason, as other municipalities also provide this form of remuneration. In addition, neglecting to maintain the assets of the municipality will lead to possible impairments and replacements, and it is vital that some reprioritisation be done in order to increase the spent on repairs and maintenance.

**GRAPH 25**

Remuneration of Councillors as part of Total Operating Expense  
Remuneration of Councillors / (Total Operating Expense -  
Depreciation - Bulk Purchases)

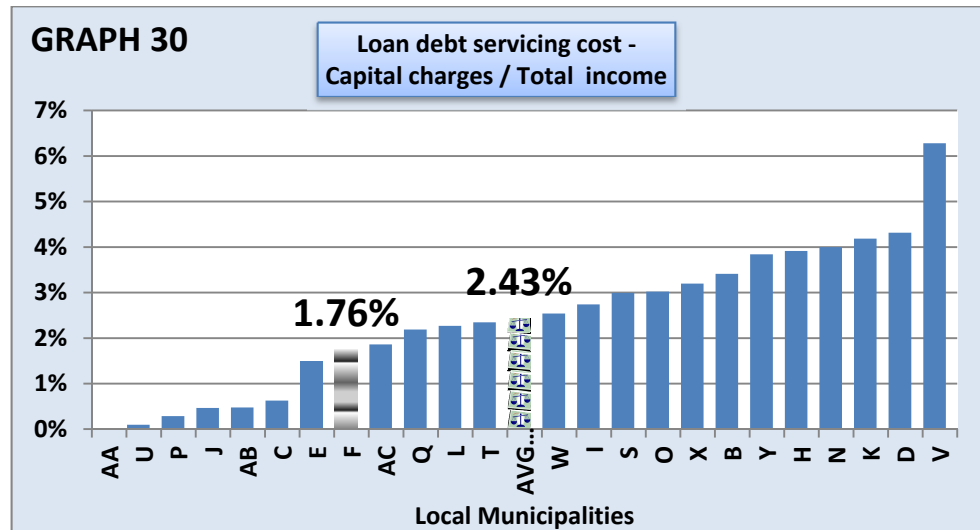
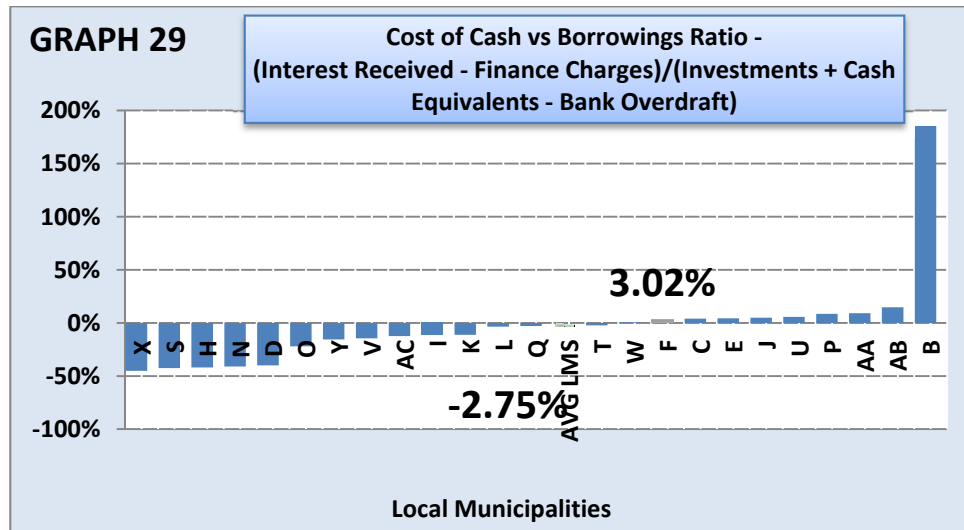
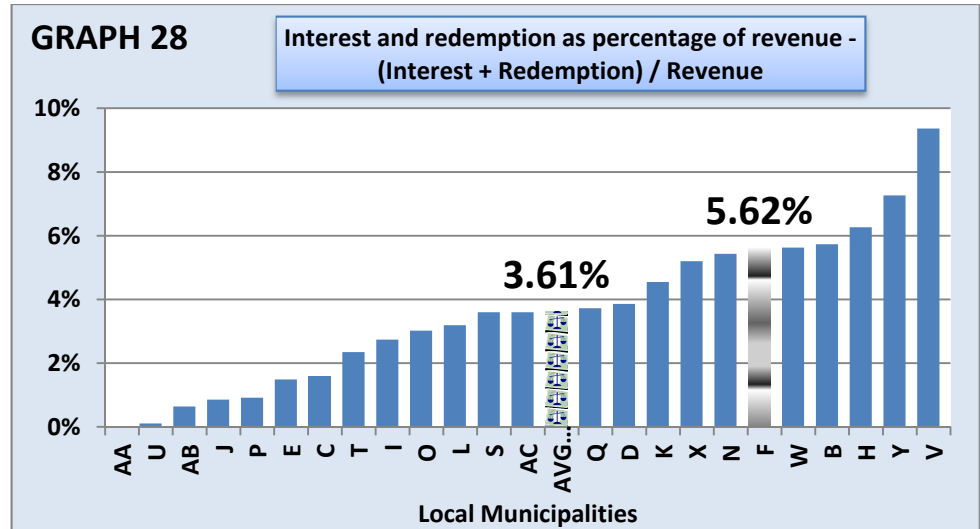
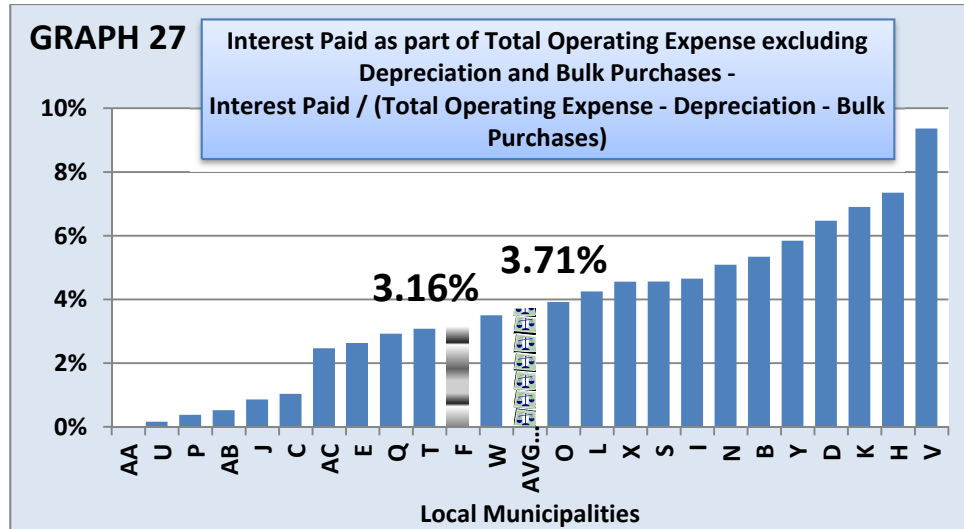

**GRAPH 26**

Repairs and Maintenance as part of Total Operating Expense  
excluding Depreciation and Bulk Purchases -  
Repairs and Maintenance / (Total Operating Expense - Depreciation  
- Bulk Purchases)





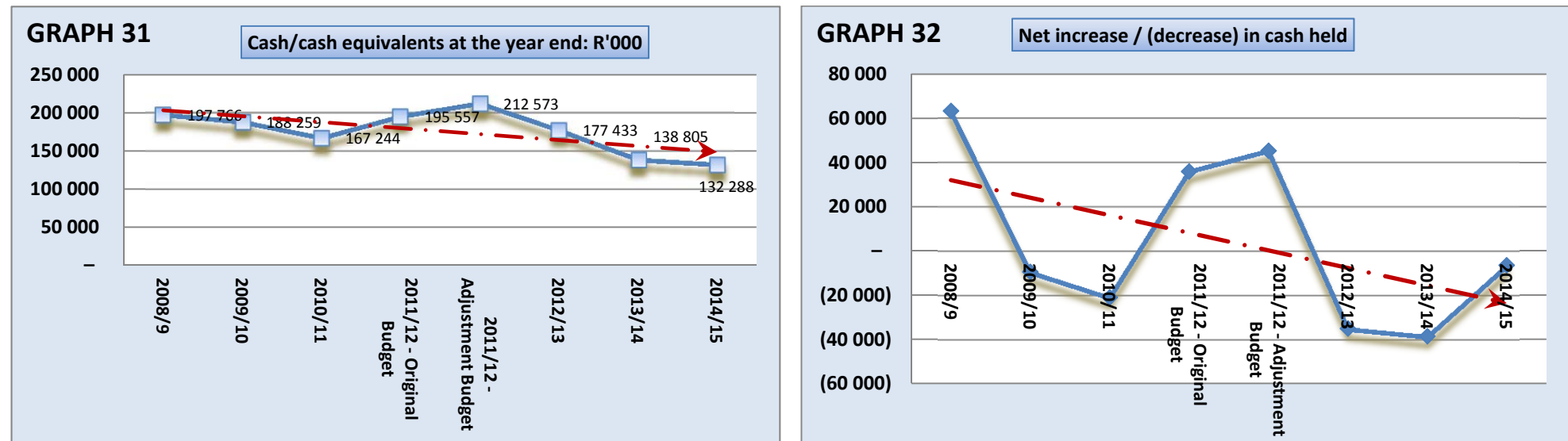
Interest paid is below the average. However, the R105m loan raised in the current financial year will significantly increase this ratio and the municipality will guard against lending to an unaffordable level. If the interest on the R105m loan is to be taken into account, the Cost of Cash vs Borrowing Ratio turns to -3%, which indicates that the municipality's interest paid is exceeding the interest earned, due to a higher interest rate being paid than earned and an acceptable balance between "Cash in the bank and on investment" and "Outstanding External Loans" should be determined to limit the impact of interest, or alternatively refinancing of loans at lower interest rates should be pursued (*Graphs 27 to 30*).





In recent years, and especially since the introduction of General Recognised Accounting Practices, much more focus is rightly put on cash flows and the cash position of municipalities. The municipality is mindful of the strain on its cash resources, especially the demand to fund new capital infrastructure but also to replace existing ageing infrastructure. The municipality's projected cash position for the MTREF period is declining at a pace, which, if not contained, will lead to cash flow problems in future. An acceptable balance between infrastructure needs versus the affordability thereof by raising loans or utilising cash from own sources must be determined and strictly applied. This will ensure that the municipality maintain its healthy financial position and thereby ensuring continuous quality services to its citizens.

The Cash flow and balances are depicted below (*Graphs 31 and 32*)



The reduction from 2008/2009 to 2010/2011 is as a result of the capital expenditure exceeding the joint receipts from cash generated by operations and loans raised. Similarly for the period from 2011/2012 to 2014/2015 the capital expenditure exceeds the receipts of cash generated by operations, loans raised as well as land sales. The spike in 2011/2012 is as a result of the loan of R105m raised, and the balance of this loan is projected to be spent in 2012/2013. From 2013/2014 there is a stabilisation of the amount, but it is still negative and depleting cash resources. The municipality will therefore have to prioritise capital expenditure and the funding thereof in order to maintain a healthy financial position.

#### (g) Summary

The municipality is currently in a healthy financial position but good financial management practices and the effect of cost pressures on financial resources requires a continuous evaluation of the financial position of the municipality. These cost pressures include the maintenance of the ageing infrastructure as well as items beyond the control of the municipality, such as the effect of the Eskom increases and collective agreements on employee related costs, all of which are well above the inflation rates.

The municipality must continuously evaluate the ability of its citizens to pay for services, given the current economic climate, and evaluate the service levels and types of services rendered against the ability to pay for such services.



The effect of the R105m loan raised for Waste Water projects does not reflect in the analysis in this report, and must be taken into account before further capital expansion is considered.

The municipality will use the information gathered from its financial viability exercise and implement strategies accordingly.

### **Bibliography**

Tariff information – National Treasury SA14 Budget Return Forms

Other financial information – Annual Financial Statements of all municipalities

Swartland Municipality 2012/2013 Draft MTREF



### 5.3 DISASTER MANAGEMENT PLAN

#### (a) Introduction

Disaster Management has its origin in civil defence which started during the Second World War when communities organised themselves to protect their properties and lives. Since then it evolved into more formal civil defence structures, but always with the emphasis on response. For example, during the 1969 earthquake in Tulbagh and the 1981 flood in Laingsburg, the Defence Force was primarily responsible for the response to the disasters.

After the 1994 flood in the Cape Flats, legislation was revised in order to put the emphasis on prevention rather than response. As a result the Disaster Management Act was promulgated in 2002.

#### (b) Legislation

Three main pieces of legislation regulate Disaster Management in South Africa:

- The Disaster Management Act (2002)
- The National Framework on Disaster Management (2005)
- The Disaster Management Regulations (2005)
- Disaster Management Volunteer Regulations (2010)

From this legislation subsequent policies were drawn up for the West Coast which include the Swartland Municipal area:

1. The Disaster Management Risk Assessment (April 2006)
2. The West Coast Disaster Management Framework (June 2006). The framework consists of four key performance indicators:
  - Institutional capacity
  - Risk assessment
  - Risk reduction
  - Response and recovery

and three enablers:

- Information and communication
- Training, Education and Awareness
- Funding

#### (c) The corporate disaster management plan

The "Corporate Disaster Management Plan" is the single disaster management plan for a municipal area called for in Section 53 of the Disaster Management Act: *"Each municipality must, within the applicable municipal disaster management framework... prepare a disaster management plan for its area according to the circumstances prevailing in the area..."* This plan refers to the Municipality (the business) and not the Municipality (the community). In this plan each line function within the municipality will be given specific tasks during a disaster e.g. Finance: to assist with emergency procurement; Human Resources: to employ temporary staff to assist with tasks. The Corporate Disaster Management plan is closely linked to job descriptions of each staff member.



**(d) Disaster management framework (June 2006)**

Since the Risk Assessment indicated what was threatening the West Coast and inter alia the Swartland, a framework was developed to strategically address the risks based on the National and Provincial Frameworks. This framework will be updated during the 2012/13 budget year as part of a joint venture between the Provincial Disaster Management Centre and the West Coast Disaster Management Centre as a pilot project for the Western Cape. The complete document is available on the website. The Swartland Municipality has to prepare and execute its disaster management plan within the disaster management framework of the West Coast District Municipality.

**(e) Linkage with the integrated development plan of the Swartland Municipality**

Both the Municipal Systems Act and the Disaster Management Act require the inclusion of a Disaster Management Plan into the IDP of the Municipality. It would however not be practical to include the complete Disaster Management Plan with all its annexures. The complete plan can therefore be considered as an annexure to the IDP, while a brief summary of the document will be included in the IDP.

It is our aim to include disaster risk management in the planning and execution stages of all IDP projects. This will ensure the integration of disaster management into the IDP and will ensure that all plans and projects are focused on contributing to disaster risk reduction and disaster preparedness - thus reducing the impact of disasters on lives, property, community activities, the economy and the environment in the Swartland Municipality.

Swartland has its own Disaster Management plan linked to that of the West Coast District Plan. This plan has to be updated during the 2012 /2013 budget year. From the Disaster Management Plan line functions can draw up their own plans and standard operating procedures (SOP's).

**(f) Standard operating procedures**

From the Disaster Management plan and the subsequent risk specific plan, each line function that is involved draws up its own procedures to address the various component of the plan. This is done by using a list of instructions that is called standard operating procedures.

**(g) Disaster management centre**

The West Coast Disaster Management Centre was opened in September 2008. The building is located in Moorreesburg. It provides a 24 hour call taking and dispatch facility. An organisational facility is also available that is not only used as a Joint Operation Centre (JOC) during disasters, but also as a venue for planning sessions outside disaster periods. A tactical facility is available as well as offices for various emergency services. The aim is to make it a one stop centre for all incident reporting. This centre is a big advantage to the Swartland Municipality as it is too costly for Swartland to have its own disaster management centre.

**(h) When is it a disaster?**

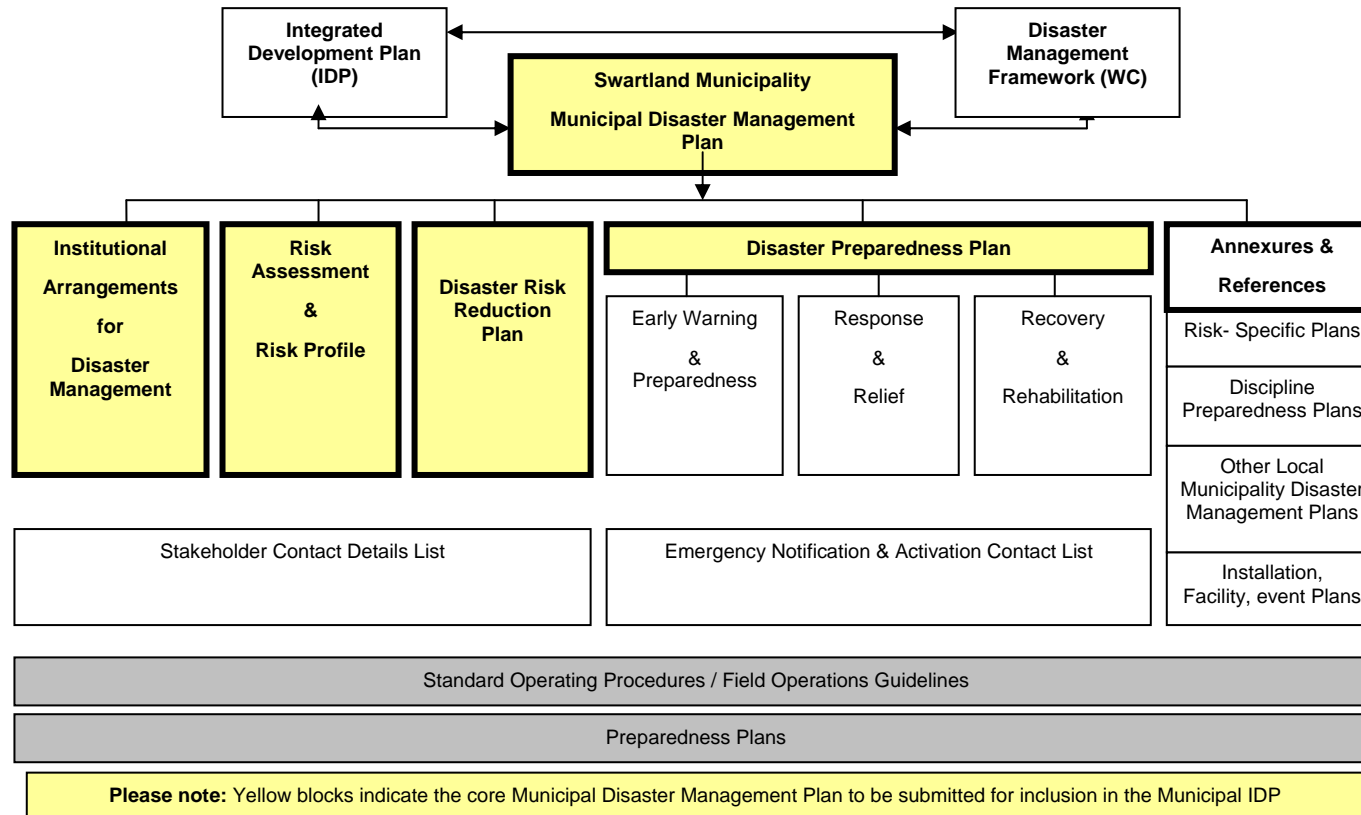
*Disaster means a progressive or sudden, widespread or localised, natural or human-caused occurrence which causes or threatens to cause death, injury or disease, damage to property, infrastructure of the environment, or disruption of the life of a community and is of a magnitude that exceeds the ability of those affected by the disaster to cope with its effects using only their own resources.* (Disaster Management Act)

In practice this means that when a municipality has reached the end of its own capacity or capability it may declare a local disaster. When a district then gets involved and more than one municipality is involved, a district disaster may be declared. If more than one district has reached its capacity, a provincial disaster may be declared.

**(i) Disaster management in the Swartland**

The Municipal Disaster Management Plan of Swartland Municipality ( June 2007) consists of the components as indicated in the figure below.





#### (j) Risk assessment

The West Coast disaster management risk assessment was done in April 2006. This assessment indicated the total risk for the West Coast District but also specific risks that were present within each local municipality. The complete document is available on [www.westcoastdm.co.za](http://www.westcoastdm.co.za).

The following disaster risks for the Swartland Municipal area were identified during this assessment process and these risks require preparedness plans:

- Fire
- Drought
- Floods (Severe weather)
- Road Accidents
- Wind
- HIV/Aids
- TB



The tables below summarize the data received and indicate where either risk reduction and/or preparedness planning is needed.

### *Swartland Municipality*

#### Risk prioritisation table

Hazard	Exposure	Severity	Probability	Actions needed
Fires	Continuous	Moderate	Likely	Risk reduction interventions and preparedness planning
Drought	Occasional	Extreme	Normal	Preparedness planning
Floods	Occasional	Insignificant	Normal	Preparedness planning
Tornado	Seldom	Moderate	Unlikely	Preparedness planning

#### Risk manageability detail

Hazard	Awareness	Legislative Framework	Early warning systems	Government response	Government resources	Existing risk reduction measures	Public participation	Municipal management capabilities
Drought	Good	Modest	Good	Modest	Modest	Modest	Modest	Modest
Floods	Modest	Modest	Modest	Modest	Modest	Good	Modest	Good
Tornado	Modest	Modest	Poor	Modest	Modest	Modest	Good	Modest
Fires	Good	Modest	Modest	Poor	Poor	Modest	Modest	Modest

#### Relative risk priorities table

Hazard	Total risk	Total risk manageability	Relative risk priority	Actions needed
Drought	Tolerable	High	Safe	Preparedness planning
Floods	Safe	High	Safe	Preparedness planning
Tornado	Safe	Modest	Safe	Preparedness planning
Fires	Destructive	Modest	Tolerable	Risk reduction interventions and preparedness planning

### *West Coast District Municipality*

#### Risk prioritisation table

Hazard	Exposure	Severity	Probability	Actions needed
Fires	Occasional	Moderate	Normal	Preparedness planning

#### Risk manageability detail

Hazard	Awareness	Legislative Framework	Early warning systems	Government response	Government resources	Existing risk reduction measures	Public participation	Municipal management capabilities
Fires	Modest	Modest	Modest	Modest	Poor	Modest	Modest	Poor



**Relative risk priorities table**

Hazard	Total risk	Total risk manageability	Relative risk priority	Actions needed
Fires	Tolerable	Modest	Safe	Preparedness planning

**(k) New risks**

New risks are surfacing all the time. These must still be accommodated in a new risk assessment, e.g.:

- African Horse Sickness (the West Coast used to be a buffer zone)
- Municipal elections
- New Castle Disease
- Renewable energy sources, e.g. wind farms
- Rift Valley Fever (Slenkdalkoors) people died as well
- Social Conflict
- Urbanisation (Malmesbury according to the Spatial Development Framework)

**(l) Shared responsibility for disaster management**

The responsibility for reducing disaster risk, preparing for disasters and responding to disasters is shared among all departments and employees of the Swartland Municipality, all departments and employees of the West Coast District Municipality with service delivery responsibilities within Swartland, all provincial and national organs of state operating within Swartland, all sectors of society within the municipality and perhaps most importantly, all the residents of the municipality.

**(m) Nodal point for disaster management**

Although the Protection Services Department is assigned with the Disaster Management function and should direct and facilitate the disaster risk management process, it cannot perform the whole spectrum of disaster risk management activities on its own. Disaster risk management is everybody's business. Therefore it is required that each municipal department assigns a person or section within the department to be the nodal point for disaster management activities in that department. The same applies to national and provincial departments operating within the municipality.

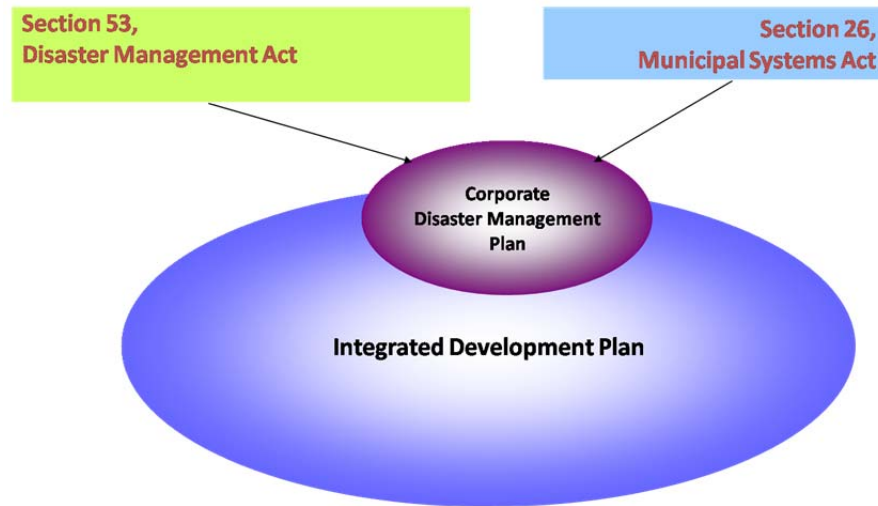
This activities to be performed within the departments include participation in disaster **risk reduction** as well as **preparedness** and **response**.

**(n) Funding**

The success and implementation of all the above planning is dependent on adequate funding and the identification of the sources of funding. Funding to reduce risks, to prepare for and respond to disasters should be made available.



The figures below indicate how the disaster management plan fits in with the IDP.





## CHAPTER 6: CURRENT REALITY, OPPORTUNITIES AND CHALLENGES

### 6.1 CURRENT REALITY

(a) *Services backlogs (see Area Plans for detail) [revised on 30 May 2014]*

Town	Services and backlogs				
	Sewerage	Water	Storm water	Electricity	Streets
Moorreesburg	<ul style="list-style-type: none"> <li>Electrical switch-gear which is obsolete and need to be replaced</li> <li>Capacity of sewerage works not sufficient</li> </ul>	<ul style="list-style-type: none"> <li>Obsolete infrastructure, pipe breakages, leaking valves, leaking hydrants</li> <li>Poorly developed network, shortage in cut-off valves.</li> <li>Secondary Chlorination at reservoirs must be implemented</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance to No-Go River</li> <li>Regular blockages in Rosenhof</li> <li>Upgrading of system in the vicinity of Royal street</li> </ul>	<ul style="list-style-type: none"> <li>Replacement of obsolete infrastructure including switchgear and low voltage networks</li> </ul>	<ul style="list-style-type: none"> <li>Backlog in resealing program, deterioration of road infrastructure</li> <li>Updating of pavement management system</li> <li>Upgrading of gravel roads</li> </ul>
Koringberg	<ul style="list-style-type: none"> <li>Sewer reticulation network poorly developed and must be extended</li> <li>Waste Water Treatment Works is overloaded and must be upgraded</li> </ul>	<ul style="list-style-type: none"> <li>Poorly developed network, small diameter pipes, low pressure and flow condition and open ring mains.</li> <li>Sections of the water reticulation network is obsolete and must be upgraded</li> <li>Secondary Chlorination at reservoirs must be implemented</li> </ul>	<ul style="list-style-type: none"> <li>No formal piped storm water drainage system</li> <li>Many channels are unlined causing erosion and maintenance problems</li> </ul>	<ul style="list-style-type: none"> <li>Eskom area of supply</li> </ul>	<ul style="list-style-type: none"> <li>Backlog in resealing program, deterioration of road infrastructure</li> <li>Many roads are not constructed with kerbstone and formal sidewalks</li> </ul>
Riebeek West and Riebeek Kasteel and Ongegund	<ul style="list-style-type: none"> <li>Actual capacity is unknown</li> <li>Maintenance on embankment, overloaded</li> <li>Extension of a flush toilet system</li> </ul>	<ul style="list-style-type: none"> <li>Poorly developed network, small diameter pipes, low pressure &amp; flow condition and open ring mains.</li> <li>Sections of the water reticulation network is obsolete and must be upgraded</li> <li>Secondary Chlorination at reservoirs must be implemented</li> <li>Poor condition of Ongegund reservoir and pump station – must be upgraded</li> </ul>	<ul style="list-style-type: none"> <li>Poorly developed infrastructure, regular flooding in the surroundings of Dennehof Street and Esterhof</li> </ul>	<ul style="list-style-type: none"> <li>Eskom area of supply</li> <li>PPC town's network, capacity for development is limited</li> <li>Street lighting inadequate</li> </ul>	<ul style="list-style-type: none"> <li>Backlog on resealing program, deterioration of road infrastructure</li> <li>Many roads are not constructed with kerbstone and formal sidewalks</li> <li>Upgrading of gravel roads</li> <li>Updating of pavement management system</li> </ul>



Town	Services and backlogs				
	Sewerage	Water	Storm water	Electricity	Streets
Darling	<ul style="list-style-type: none"> <li>Regular blockages in Darling North</li> <li>Waste water treatment works is overloaded and must be upgraded</li> </ul>	<ul style="list-style-type: none"> <li>Poorly developed network, small diameter pipes, low pressure and flow condition and open ring mains.</li> <li>Sections of the water reticulation network is obsolete and must be upgraded</li> <li>Reservoir capacity must be increased for further developments</li> <li>Secondary Chlorination at reservoirs must be implemented</li> </ul>	<ul style="list-style-type: none"> <li>Poorly developed system in Darling, upgrading of open channels along streets</li> </ul>	<ul style="list-style-type: none"> <li>Replacement of obsolete infrastructure including switchgear, mini-substations and low voltage networks</li> </ul>	<ul style="list-style-type: none"> <li>Backlog of resealing program, deterioration of road infrastructure</li> <li>Updating of pavement management system</li> <li>Upgrading of gravel roads</li> <li>Many roads are not constructed with kerbstone and formal sidewalks</li> </ul>
Yzerfontein	<ul style="list-style-type: none"> <li>Yzerfontein has no formal waste water treatment works with no water borne sewer system.</li> </ul>	<ul style="list-style-type: none"> <li>Secondary Chlorination at reservoirs must be implemented</li> </ul>	<ul style="list-style-type: none"> <li>Poorly developed system in the area of Carter street, Buitekant Street, 6th Avenue and Felicia Crescent</li> </ul>	<ul style="list-style-type: none"> <li>Development in Yzerfontein subject to:               <ul style="list-style-type: none"> <li>- Eskom application for increased capacity</li> <li>- 2nd supply line and cable</li> </ul> </li> <li>Only smaller developments may continue in the short term</li> </ul>	<ul style="list-style-type: none"> <li>Backlog of resealing program, deterioration of road infrastructure</li> <li>Updating of pavement management system</li> </ul>
Riverlands and Chatsworth	<ul style="list-style-type: none"> <li>Actual capacity is unknown</li> <li>Maintenance on dam embankment and inlet work is needed</li> <li>Outlet does not comply to standards</li> <li>Upgrading of sewerage works</li> <li>Extension of distribution network</li> </ul>	<ul style="list-style-type: none"> <li>Secondary Chlorination at reservoirs must be implemented</li> </ul>	<ul style="list-style-type: none"> <li>Formal system limited to housing projects and 5<sup>th</sup> Avenue Chatsworth</li> <li>Regular flooding of residences and erven</li> <li>Upgrading of storm water infrastructure (Chatsworth)</li> </ul>	<ul style="list-style-type: none"> <li>Eskom area of supply</li> <li>Street lighting inadequate</li> </ul>	<ul style="list-style-type: none"> <li>Upgrading of gravel roads</li> </ul>
Kalbaskraal and Abbotsdale	<ul style="list-style-type: none"> <li>Maintenance on embankment and inlet work is needed</li> </ul>	<ul style="list-style-type: none"> <li>Reservoir capacity in must be increased for new developments</li> <li>Secondary Chlorination at reservoirs must be implemented</li> </ul>	<ul style="list-style-type: none"> <li>No formal piped storm water drainage system</li> <li>Channels are not lined causing erosion and maintenance problems</li> </ul>	<ul style="list-style-type: none"> <li>Eskom area of supply</li> <li>Street lighting inadequate</li> </ul>	<ul style="list-style-type: none"> <li>Upgrading of gravel roads</li> </ul>



Town	Services and backlogs				
	Sewerage	Water	Storm water	Electricity	Streets
Malmesbury	<ul style="list-style-type: none"> <li>Sewerage connector in Wesbank in the area of Wistaria Street is under pressure and must be upgraded for further developments</li> <li>A detailed survey must be done to determine its actual capacity of sewer mains</li> <li>Obsolete infrastructure causing regular blockages</li> <li>Upgrading of distribution network is needed</li> <li>Upgrading of main connectors in Voortrekker Street from swimming pool to Bokomo Road</li> </ul>	<ul style="list-style-type: none"> <li>Sections of the water reticulation network is obsolete and must be upgraded</li> <li>Storage capacity must be increases for further developments</li> <li>Secondary Chlorination at reservoirs must be implemented</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance to Ilinge Lethu and Wesbank system, regular blockages</li> <li>Channel under Voortrekker Street, from post office to Bokomo road</li> <li>Retention structure in river north of the swimming pool</li> <li>Maintenance on Diep and Platteklip rivers</li> <li>Sections of the storm water drainage system are obsolete and must be upgraded</li> </ul>	<ul style="list-style-type: none"> <li>Projects for the upgrading of supply capacity are in process to make provision for proposed developments</li> <li>Replacement of obsolete infrastructure including switchgear, mini-substations and low voltage networks</li> </ul>	<ul style="list-style-type: none"> <li>Backlog of resealing program, deterioration of road infrastructure</li> <li>Upgrading of Bokomo / Voortrekker Road intersection</li> <li>Upgrading of Piketberg / Voortrekker Road intersection</li> <li>Updating of pavement management system</li> <li>Upgrading of the N7/Bokomo Road interchange</li> </ul>

**(b) Indigent households' access to free basic services [added on 30 May 2014]**

In January 2014 the following figures applied to indigent households' access to free basic services:

Number of indigent households:	5 285
Number with access to free basic water:	5 285
Kilolitres per household free:	10
Number with access to free basic electricity:	3 462
Number provided by ESKOM:	1 475
KwH per household free:	50
Number with access to free basic sanitation:	5 098
Number with access to free basic refuse removal:	5 282

**(c) Prioritisation of services by ward committees**

A prioritisation exercise was done during October 2011 with all 12 ward committees. Every ward committee member was asked to indicate on a list of functions his or her top five priorities (numbered in priority order from 1 to 5). To calculate a score per ward, weights were attached to the ratings:

Priority ranking	Weighted score
1	5
2	4
3	3
4	2
5	1



The total weighted scores per ward are shown in the table below. If these scores are added up, it shows the priorities (from the ward committee members' point of view) for the municipal area as a whole, from the highest to the lowest. Lower priorities must not be interpreted as equal to unimportant - it rather indicates that very little or no problems are experienced with those services. The high priorities however need Council's urgent focus and attention.

Priority	Scores												
	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W12	W12	TOTAL
Housing	18	31	24	0	0	7	18	12	35	13	37	23	<b>218</b>
Health	10	12	21	16	4	16	5	4	0	15	9	17	<b>129</b>
Education	13	16	7	26	9	10	1	0	28	6	3	8	<b>127</b>
Business and local economic development	19	16	6	0	15	18	3	10	21	14	3	0	<b>125</b>
Public safety / law enforcement	7	15	8	0	18	6	8	4	0	29	9	13	<b>117</b>
Sport and recreation	6	6	13	12	0	6	12	0	14	11	10	26	<b>116</b>
Roads and storm water	28	8	7	0	3	17	7	20	0	6	2	3	<b>101</b>
Community development	4	8	9	1	8	1	12	2	7	7	9	21	<b>89</b>
Cemeteries	7	8	19	19	0	3	15	4	0	4	2	6	<b>87</b>
Fire and emergency services	2	1	7	0	12	13	5	0	0	0	2	19	<b>61</b>
Parks and public amenities	0	15	13	5	0	0	4	6	0	9	3	4	<b>59</b>
Agriculture	7	9	0	9	0	8	5	1	0	0	0	0	<b>39</b>
Sewerage	6	4	0	2	0	4	8	13	0	1	1	0	<b>39</b>
Electricity	0	8	0	0	3	0	0	2	0	9	16	0	<b>38</b>
Street lighting	2	3	5	3	0	0	0	2	0	0	11	11	<b>37</b>
Conservation (natural and built environment)	1	0	3	0	10	6	1	3	0	3	5	0	<b>32</b>
Public transport	3	2	0	0	8	5	1	0	0	4	4	3	<b>30</b>
Refuse removal	1	0	4	12	0	0	0	0	0	0	9	0	<b>26</b>
Water	0	2	4	0	0	0	0	3	0	5	0	0	<b>14</b>

The five most important priorities per ward are shown below **[revised on 30 May 2014]**. Please note that some ward committees changed their priorities after the above-mentioned exercise, meaning that the priority order in the tables below may differ from the scores in the above-mentioned table.

WARD 1	WARD 2	WARD 3	WARD 4
Roads and storm water	Housing	Housing	Education
Business and local economic development	Business and local economic development	Health	Cemeteries
Housing	Education	Sport and recreation	Health
Education	Parks and public amenities	Cemeteries	Sport and recreation
Health	Public safety / law enforcement	Parks and Public Amenities	Refuse removal



WARD 5	WARD 6	WARD 7	WARD 8
Traffic Circle	Business and local economic development	Housing	Safety and Crime Prevention
Public Safety and Law Enforcement	Roads and storm water	Cemeteries	Sustainable Service Delivery
Business and Local Economic Development	Health	Sport and recreation	Local Economic Development
Fire and Emergency Services	Fire and emergency services	Community development	Create a strategy to encourage a "Green" movement
Conservation		Public safety / law enforcement	Create a strategy to make Malmesbury a residential destination

WARD 9	WARD 10	WARD 11	WARD 12
Housing	Public safety / law enforcement	Housing	Community Development / Hall
Education / Library	Health	Electricity	Fire and Emergency Services
Business and local economic development	Business and local economic development	Street lighting	Sport and Recreation
Sport and recreation	Housing	Sport and recreation	Maintenance and Upgrading of infrastructure
Community Development / Hall	Sport and recreation	Community development	Public Safety

**(d) Major restraining factors**

The following external factors have a massive impact on the finances of the Municipality and limit sustainable service delivery:

- Eskom's excessive annual tariff increases of between 20% and 30% over the past four years;
- higher than inflation rate increases in the price of bulk water purchased by the Municipality from the West Coast District Municipality;
- high salary increases as determined by collective agreements on national level;
- the retention and attraction of skilled staff;
- a lack of capacity with respect to sewerage, electricity and bulk water supply;
- services backlogs in Ward 4 and 7;
- upgrading and renewal of existing infrastructure;
- the possible implementation of a one government service which will further paralyse service delivery; and
- unfunded or underfunded mandates such as libraries, museums, motor licenses, road worthy testing, learners and drivers licenses, veld fires and low cost housing.



## 6.2 OPPORTUNITIES

### *(a) Growth potential of towns Study (November 2013) [added on 30 May 2014]*

Although the growth potential study was primarily developed as a decision support tool at Provincial level, it can also be applied at municipal level. The composite growth potential and socio-economic needs indices provide municipalities with an overview of the individual settlements located within each municipality contextualised relative to the rest of the Province. In conjunction with the five thematic indices it provides local and district municipalities with a clear picture of the growth potential and socio-economic needs of individual towns and settlements. This can improve understanding of municipal development priorities and needs within the broader Provincial context, and the formulation of strategies and programmes consistent with broader regional and provincial initiatives. It can potentially also support the identification of strategies extending beyond the boundaries of local or district municipalities to address broader regional opportunities and concerns.

The GPS also provides a comprehensive profile for each settlement based on 85 individual indicators. The settlement profiles can be used by municipalities to identify specific strengths and weaknesses of a particular settlement. This information can inform strategies and projects aimed at addressing the weaknesses of individual settlements and optimising the strengths in order to unlock opportunities for growth and development.

The GPS determined growth potential and socio-economic needs using quantitative data (e.g. factors relating to socio-economic, economic, physical-environmental, infrastructure and institutional aspects). The results of the quantitative analyses were combined with qualitative information (e.g. stakeholder engagements) to identify potential interventions that might unlock latent potential within settlements and regions.

The quantitative analysis of growth potential was based on two fundamental and related concepts: inherent preconditions for growth and innovation potential. Five thematic indexes were thus developed as the basis for modelling the growth preconditions (economic, physical, and infrastructure) and innovation potential (institutional and human capital) within each settlement and municipality.

The analysis of growth potential must however also be framed within the context of the socio-economic needs within settlements and municipalities. A socio-economic needs index based on the methodology and criteria of a similar index developed by the Western Cape Department of Social Development at municipal and ward level was implemented at settlement level. This index is based on four thematic indexes (i.e. Household Services, Education Level, Housing Needs, and Economic Characteristics). Two variants of this index were developed: one based on real values (number of households in need) and the other on proportional values (proportion of households in need).

The results of the quantitative analysis can be summarized by cross-tabulating the classification of settlements according to socio-economic needs and growth potential (see Table 6.2.1 below).

Towns and settlements in the bottom right of the table are classified as having both very high growth potential and very high socio-economic needs (expressed in absolute terms). Development and investment in these towns will thus have a significant impact to support economic growth and development, and supporting socio-economic development imperatives.

Towns and settlements in the bottom left of the table are characterised by a high or very high growth potential but very low socio-economic needs. The type of investment and development in these areas are thus likely to be very different (e.g. investment in tourism infrastructure) from those in the bottom right part of the table.

Towns and settlements in the top right section of the table represent areas with high or very high socio-economic needs but with limited growth potential. Towns in this category require a different type of development and investment response than the former two examples. The position of individual settlements in this table does not imply that development and investment will only take place in certain areas and not in others. What it does imply is differentiation in scale and intensity and support tailored according to the governing circumstances in each area. The situation for the Swartland towns is as follows:



**Table 6.2.1 Socio-economic needs (absolute) cross-tabulated with growth potential of towns in the West Coast District**

		Socio-economic needs				
		Very low	Low	Medium	High	Very high
Growth potential	Very low	Bitterfontein Doringbaai Kliprand Nuwerus Rietpoort Strandfontein				
	Low	Aurora Ebenhaesar Graafwater Koekenaap Redelinghuys	Goedverwacht Klawer Lamberts Bay Lutzville Vanrhynsdorp	Citrusdal Clanwilliam Vredendal		
	Medium	Dwarskersbos Eendekuil Elandsbaai <b>Koringberg</b> Paternoster <b>Yzerfontein</b>	<b>Darling</b> Hopefield St Helena Bay Velddrift	Piketberg Saldanha/Jacobsbaai		
	High		<b>Kalbaskraal</b> Langebaan	<b>Moorreesburg</b> Porterville <b>Riebeek-Kasteel/Riebeek-Wes</b>		
	Very high				<b>Malmesbury</b> Vredenburg	

The main value of the latest Growth Potential of Towns Study (GPS3) is that it combines various, often disparate data sets in a consistent manner to produce a suite of products (maps, tables and graphs) that can be used to inform strategic decisions at various levels (e.g. provincial, regional and local). The GPS3 products should, however, not be used in isolation as it provides only one (quantitative) perspective to growth potential and socioeconomic needs. Some important aspects relating to the growth preconditions and innovation potential of settlements cannot be measured or quantified. It is, for instance, impossible to adequately quantify and model the entrepreneurial spirit of individuals or the vulnerability and resilience of communities. The economic viability of each intervention and project must consequently be assessed taking all the available information into consideration.

**(b) Regional Socio-Economic Project (RSEP) [added on 30 May 2014]**

In January 2014 the Department of the Premier advised that Swartland Municipality had been selected as one of the municipalities to participate in the Western Cape Government's roll-out and implementation of the Regional Socio-Economic Project (RSEP). In parallel with deciding to proceed with the RSEP programme, the Provincial Cabinet also decided to proceed with another initiative known as the Violence Prevention through Urban Upgrade (VPUU) programme.



The RSEP and VPUU initiatives were merged into one programme in November 2013. The municipalities of Theewaterskloof, Drakenstein, Swartland, Breede Valley and Saldanha Bay were selected to benefit from the programme. According to the Cabinet decision, the first two municipalities will benefit more from the VPUU approach, methodology and funding, while the remaining three will benefit from the RSEP funding (although the approach will also be based on the VPUU methodology). The role of the Provincial Spatial Development Framework (PSDF) in guiding the RSEP/VPUU programme has been captured in the Cabinet decision.

The RSEP is aimed at utilising a “whole of society” approach coupled to a regional planning approach. In terms of the methodology the socio-economic characteristics of communities (regions, towns and neighbourhoods) are analysed and baseline data is established. A regional spatial approach is followed to provide context and to understand the relationships between geographical areas and the various projects.

The VPUU Phase 4 project was approved as a recipient of €5 million (approximately R75 million) in funding from the German Development Bank. Provincial counter-funding to the value of R75 million has also been approved for the MTEF period. This funding is intended mainly for the RSEP municipalities. Municipalities will also be required to make a contribution. These funds are intended to be spent over the next four years, although the continuation or expansion of the Programme is anticipated.

The following list represents the most important immediate/short term steps required to get the project off the ground:

- Finalise all agreements (time implications)
- Establish and resource the Project Office
- Engage Municipalities (RSEP municipalities to confirm their participation)
- Obtain agreement on scope, formulation of project plan and implementation plan
- Develop a matrix for the prioritisation and selection of individual projects
- Determine a budgeting and implementation strategy
- Develop a framework for monitoring and evaluation
- Ensure that the five municipalities make provision for RSEP/VPUU projects in their IDP's and budgets
- Ensure that the provincial departments make provision for RSEP/VPUU and related planning projects on their Annual Performance Plans and budgets

### ***(c) The widening of the N7 [revised on 30 May 2014]***

This project by SANRAL to double the N7 from the Melkbosstrand Road intersection in the south up to Malmesbury will be done in three phases:

- The first phase (7 km) is from the Melkbosstrand Road intersection up to the southern Atlantis intersection. An environmental impact study for this phase (which includes public participation) has been completed and approved. The contract for Phase 1 has been awarded and construction is currently in progress.
- The second phase (18 km) is from the southern Atlantis intersection up to the farm Leliefontein. Consulting engineers have already been appointed for the design of this phase. It is envisaged that construction will commence in the first half of 2014.
- The third phase (11 km) is from the farm Leliefontein up to the Hopefield intersection just north of Malmesbury. The process of appointing consulting engineers for this phase has already started. It is envisaged that Phase 3 will commence in 2015.

The environmental consultants have picked up certain constraints during phase 2 which can result in phases within phase 3 being advanced.

Phases 2 and 3 are however subject to securing the necessary funds, purchasing of land within the road reserve and the approval of environmental impact studies.

The intersections to Melkbosstrand, Atlantis and Hopefield will also be made safer. This project that will take an estimated six years to complete will undoubtedly open up new economic opportunities for Malmesbury and the Swartland.



**(d) New road link between the R45 (Malmesbury/Paarl) and the R45 (Malmesbury/Hopefield)**

In line with the national and regional planning directives for the development of the Saldanha area, the R45 has been identified by Provincial Government Western Cape (PGWC) as a possible freight route linking the Saldanha area to the N1.

The existing R45 from Vredenburg via Hopefield links to the N7 north of Malmesbury. Traffic then has to pass through Malmesbury before heading eastwardly out towards Paarl. To establish a workable link from Saldanha to the N1, a bypass has been identified passing on the northern side of Malmesbury to link the R45 from west of the N7 to the intersection between the R46 and the R45 on the eastern side of the town – a new section of road of approximate 6 to 8 km.

The PGWC has already appointed BKS (Pty) Ltd for the planning, design and implementation of a Malmesbury bypass. The investigation and planning phase takes on average approximately two years.

**(e) Extension of PPC [revised on 30 May 2014]**

The planned expansion at the PPC site north of Riebeeck West has been abandoned. The cement manufacturing plant has been moved to the PPC site at De Hoek close to Piketberg. Only the mining activities will carry on at the site north of Riebeeck West.

**(f) Swartland regional shopping mall [revised on 30 May 2014]**

Swartland Municipality decided in 2007 already that the most appropriate site for a regional shopping centre is at the northern side of Malmesbury close to intersection of Voortrekker Road and the N7. The establishment of a regional shopping mall in Malmesbury is still a priority for Council and is regarded as critical to the long term development of the town being the commercial centre of the Swartland. The Council also firmly believes that the above-mentioned site is still the most appropriate location for such a development.

If a fully-fledged regional centre can be developed, it will have the following benefits:

- The flow of income out of the area as a result of the commercial pull of Cape Town can be reduced.
- Business can be attracted from outside the area, especially from the north.
- Specialist services which were previously only provided by Cape Town can now be accessed in the area.
- The residential attractiveness of the town can be further improved, which can increase the inflow of medium to high income households.

In 2011 an application to develop such a shopping centre was turned down by the Department of Environmental Affairs and Development Planning in terms of the National Environmental Act No 107 of 1998. The application was for a shopping centre with a gross leasable floor area of ±37 000 m<sup>2</sup> (preferred layout).

The developer has exercised his right to appeal and gained environmental authorisation in May 2013. The developer is currently in the process of finalising outstanding planning, design and engineering services applicable to the development of the envisaged shopping mall. The opening of the regional shopping mall is planned for October 2016.

**(g) New West Coast FET College Campus in Malmesbury [added on 30 May 2014]**

A new campus for the West Coast FET College is currently being built on the land between Loedolf Street, Church Street, Voortrekker Road and the Diep River. Construction will be undertaken in phases and when all the phases are completed the campus will accommodate offices, classrooms, a hall, student centre, public green space, public transport drop-off and dedicated parking areas. The campus will contribute greatly to the community's need for centralised and appropriate tertiary education and it will cause a substantial capital investment in local business as a result of the procurement of goods and material by the college and students. It will not only serve Malmesbury or Swartland but the West Coast region and even the Cape Metropole.

In terms of the land use approval by Council the following must be done (among other things) as part of the development:



- The conversion of the portion of Loedolf Street between the access to the parking and Church Street into a one way street;
- the provision of a raised pedestrian crossing in Loedolf Street;
- the provision of drop-off and pick-up zones alongside Loedolf Street;
- the development of a portion of erf 1671 as public thoroughfare; and
- certain upgradings to the intersection of Bokomo Road and Voortrekker Road.

The old Roelcor building will also be demolished.

The first 16 lecture rooms are currently under construction of which eight are already in operation. The building value of the lecture rooms amounts to R13 million. The construction of an administrative building in the location where the old Roelcor building currently is will commence later this year. The building value of the administrative building amounts to R14.5 million. The construction of a smaller administrative building adjacent to the first 16 lecture rooms will commence in the next financial year and in 2016 the next 16 lecture rooms.

***(h) Expansion of the SASKO plant in Malmesbury [added on 30 May 2014]***

The total cost of the expansion of the SASKO plant in Malmesbury that includes the construction of 11 new silo's amounts to R330 million of which R130 million is buildings and the rest equipment. Storage capacity, the in and out storage capacity as well as flour production will all increase by a substantial amount. A number of permanent jobs will be created.

***(i) Expansion of Darling Creamery [added on 30 May 2014]***

Darling Creamery currently employs 355 people. The plan is to increase its daily production capacity from 100 000 litres of milk per day to 160 000 litres per day. It is estimated that an additional 50 job opportunities will be created as a result of this expansion.

***(j) New McDonalds in Malmesbury [added on 30 May 2014]***

The construction work for a new McDonalds at the intersection of Voortrekker Road and Smuts Street Malmesbury has commenced. More than R10 million will be spent on land, services, buildings, landscaping and decor. Approximately 50 new job opportunities will be created.

***(k) Possible new airport***

A new international airport is envisaged for the Cape Metropole. The proposed location is approximately 26 km to the north of Durbanville, 8 km to the south of Malmesbury and 16 km to the east of Atlantis. This location is in the Swartland Municipal Area in the vicinity of Kalbaskraal.

The project is still in a planning phase. The initial plans for the airport are to attend to the large need for freight transport. Although work on this project has been ongoing for nearly six years now and has faced many challenges, it is now on the verge of being finalised (which includes funding arrangements).

This development will have a significant effect on the municipal area. Industrial development in Malmesbury and Atlantis will expand and thus provide new job opportunities. It will further increase the desirability of Swartland towns as residential alternative to Cape Town.

It may be interesting to note that 90% of all fresh produce, including fresh fish from the West Coast and surrounding areas is currently transported by road to OR Tambo Airport and flown out the country at great expense. The loss in taxes to the Western Cape Government is enormous every year.

The envisaged closure of Langebaanweg as a training facility opens up development possibilities to the private sector. The potential of Langebaanweg as an alternative location for an international standard airport should be investigated. This can also result in Somerveld airfield (used as an alternative for Langebaanweg) being used to its full potential by the private sector.



**(l) Proximity to the Cape Metropole**

The strategic location of the Swartland in relation to the Cape Metropole and the existing infrastructure links created by the N7 and the railway line, opens up opportunities for economic growth.

Swartland Municipality borders on the municipal area of Cape Town. Towns such as Malmesbury (65 km north of Cape Town) and Darling (70 km north of Cape Town) provide an attractive alternative as business, industrial and residential area. The Swartland offers a relaxed rural lifestyle not far from the attractions of Cape Town. It offers competitive and highly accessible industrial land close to markets and suppliers.

There are two main roads cutting through the municipal area: The N7 that links Namibia and Africa in the north to Cape Town in the south and the R27 that links Cape Town with Saldanha and Vredenburg.

Secondary roads of regional importance are the R45 that links Vredenburg with Malmesbury and Paarl, the R315 that links Yzerfontein with Darling and Malmesbury and the R46 that links Hermon and the Riebeek Valley with Malmesbury.

The railway routes on which cargo and passengers are transported, run from Cape Town or Bellville and enter Swartland at Kalbaskraal where the line splits. One railway line runs north through Moorreesburg and Koringberg and ends in Bitterfontein. A second railway line runs in a westerly direction from Kalbaskraal via Darling to Vredenburg while a third line runs from Paarl to Porterville.

The Cape Town and Saldanha Bay harbours and the Cape Town International Airport provide excellent infrastructure for local business.

Good residential growth during the past decade in towns such as Malmesbury, Riebeek Kasteel, Riebeek West, Darling and Yzerfontein shows that Swartland is seen as an alternative residential area to the Cape Metropole (especially Malmesbury with its direct N7 link to Cape Town).

The development of the N7 corridor between Malmesbury and the Cape Metropole is supported by the following:

- The main growth direction of the Cape Metropole is to the north;
- the possible development of a new freight airport in the Swartland area; and
- growth in agri-processing in the area to the south of Malmesbury in the corridor between Malmesbury and Kalbaskraal.

**(m) Industrial development zone - Saldanha Bay**

The establishment of a niche industrial hub in Saldanha Bay that offers real incentives to investors will contribute significantly to growth in the Western Cape and country. It will also boost the Province's manufacturing position and enable it to become a preferred destination for the oil and gas industry.

The feasibility study for this project found that, after 25 years, an IDZ in Saldanha Bay would generate between R11.2 billion and R31.6 billion for the Province's economy each year. It would also create between 12 000 and 29 000 sustainable jobs. The study also found that there was sufficient non-environmentally sensitive land upon which the development could take place.

The Western Cape Provincial Government's contribution to operationalise the Saldanha Bay IDZ over the medium term is as follows: R5 million in the coming year, R5.28 million in year two and R5.57 million in year three.

When promulgated, the SEZ legislation currently before national parliament will bolster the IDZ by allowing for additional incentive support. It also reiterates the strong commitment of National Government to advancing the economy and creating jobs through infrastructure-led projects such as the Saldanha Bay IDZ. The Provincial Government has set themselves very tight deadlines and will be requesting national cabinet sign off by the end of the year.

The Provincial Government will also improve the road network that will support the Saldanha IDZ and Port expansion. We have set aside R23.31 million over the medium term for planning and to complete the feasibility study required for this project.



***(n) Indoor community sport centre Wesbank***

Hope Through Action (HTA), a UK based welfare organisation, has invested in a community sport centre in Mbekweni (Paarl / Wellington) in 2010. Due to the growing success of the facility in Mbekweni, HTA has decided to invest in 3 more such facilities in the Western Cape to develop their plans for the future:

- Franschhoek (Stellenbosch Municipal Area)
- Malmesbury (Swartland Municipal Area)
- Dysveldorp (Oudtshoorn Municipal Area)

There is no doubt that young people living in South African townships face a range of challenges in their daily lives and need help to break the cycle of poverty and underachievement. There are many other communities in the Western Cape that HTA believe would benefit from their unique approach of combining a modern sports centre with tightly integrated development programmes.

A process of selecting the relevant communities using a formal assessment process was undertaken during 2011 to ensure that their funds are targeted at areas where maximum benefit can be achieved.

HTA remains actively involved in the management of the centre after its development, e.g. for Mbekweni Community Sports Centre they've continued their fundraising so that they can provide more outdoor facilities to complement the indoor centre and to enable HTA to offer different sports and work with more young people.

The intension is also to expand their programmes to include practical life skills, and extend the services available from the centre. To support their ambitions they will train more volunteer coaches to deliver their development programmes, so that they can reach more young people and build on the Mbekweni achievements so far.

***(o) Development of new sport fields in Riebeek West***

In August 2010 an application was submitted to the National Lottery Distribution Trust Fund (NLDTF) for the upgrade of various sport facilities within Swartland. The NLDTF informed the Municipality in October 2011 that a grant of R955 000 has been allocated towards Riebeek West Sport Grounds.

The new draft Spatial Development Framework contains a development plan for Riebeek West that earmarks the sport grounds for which the grant was allocated for light industrial area. The plan also proposes a new multisport facility on erven 326 and 327 directly southeast of Lang Street.

The Municipal Manager thus gave instructions in March 2012 that the NLDTF grant be allocated to the newly planned multisport facility. In the mean time the Municipality also secured a grants of approximately R15 million for the development of this facility.

***(p) Urban renewal project in Malmesbury***

The future of the River Road in Malmesbury will be handled in accordance with the Transport Study to determine whether or not the road is necessary. If the road is not necessary it opens up opportunities to develop the area that would have been taken up by the road. The area concerned has great potential for urban renewal.

***(q) National Department of Environmental Affairs - EPWP project***

R11.5 million has been allocated by the Department for an EPWP project that covers the area from the West Coast National Park boundary up to Chapmans Peak. The aim of the project is the clean-up of beaches, maintenance of the dunes and removal of alien vegetation along the coast line. Swartland Municipality currently expects in the region of 10% of the amount for work along the coast line within our municipal area.

The Municipality provided the Department with the following requests for possible inclusion in the project:

- Rehabilitation of the sand dunes in the surroundings of the Yzerfontein Caravan Park;



- Pearl Bay: Make wooden walkways of the old Jeep tracks and create a walk route;
- remove alien plants on the dunes;
- cleaning of beach from Grotto Bay to the boundary of the West Coast National Park north of Yzerfontein;
- fencing in of beach area near Yzerfontein Caravan Park;
- construction of public refuse drop-off points along the walk route;
- maintenance of the existing walk routes and walk ways;
- repair and placement of information signs;
- cleaning of river; and
- help to get an information centre going.

Twenty people from Darling's list of unemployed have been employed at R75 per day for the two year period. The project will be executed during the 2011/12 and 2012/13 financial years.

#### **(r) Conservation and tourism initiative - Dassen Island**

The following information was obtained from the Cape West Coast Biosphere's comment on the Management Plan for the Dassen Island Nature Reserve dated 13 February 2012:

- The Protected Area Expansion strategy for Dassen Island Nature Reserve is to establish a Marine Protected Area of a 20 km diameter around the island. It should be considered consolidating the proposed MPA with the Sixteen Mile Beach MPA and creating a single MPA from South Head at the entrance to Saldanha Bay (in the north) to Bok Point (in the south).
- There is a need to investigate a tourism initiative for Dassen Island, which has a high tourism potential due to the ecological & cultural-historic heritage and its strategic location with regard to other offshore islands such Robben Island. Dassen Island is an extremely sensitive environment, however if strictly controlled and monitored, tourism activities could take place that would not have a significant negative impact. Marine-based tourism (permitted through a system that can generate some revenue for the management of Dassen Island) should be encouraged, as this will not impact directly on the breeding birds. Tourism opportunities for visitors to alight on the island should also be considered, but with limited and strictly controlled access.
- The Cape West Coast Biosphere Reserve (CWCBR) has a trails and tourism project aimed at product development, job creation and skills development in the ecotourism industry. Dassen Island could be an excellent addition to the five products currently offered by the CWCBR Trails Division, as it would be a unique experience and as an NGO with conservation and sustainability as its core objectives, would ensure that any potential environmental and biodiversity impacts would be minimised. The CWCBR would also ensure that funds from the tourism venture would be ploughed back into the activities on the island e.g. education and research.

### **6.3 CHALLENGES**

#### **(a) Economic decline and poverty**

##### **In South Africa**

##### The nature of poverty

The National Development Plan of November 2011 places a great emphasis on poverty. According to this plan poverty is still pervasive and South Africa has made insufficient progress in reducing inequality. Millions of people remain unemployed and many working households live close to the poverty line.

Slow growth in per capita incomes is one explanation for poverty levels. GDP per capita stagnated at about R38 000 between 1967 and 1993 (in 2010 rand). This noticeably improved from 2001 and reached almost R50 000 by 2008. Average per capita incomes grew by only 2% per annum between 2001 and 2010,



dampened recently by the economic downturn. The acceleration of economic growth is not yet sufficiently high or sustained to make a meaningful impact after many years of population growth and economic stagnation.

The recession has reduced hard won gains, with per capita income and employment falling by about 4% and 1 million jobs between the last quarter of 2008 and 2009. While growth has resumed, the long-term impact of the global economic downturn is still uncertain, as is the path to employment recovery.

Although South Africa does not have a single official poverty line, R524 per month per person (in 2008 prices, updated to 2010) can be used as a rough guide. Using this indicator, the proportion of people living below the poverty line was about 53% in 1995 and fell to 48% in 2008. This is a very high level of poverty for a middle-income economy. The diffusion of social grants was the most important contributor to falling income poverty from 2000.

### Inequality

South Africa is a highly unequal country. Using the Gini-coefficient, inequality worsened from 0.64 to 0.66 in 2008. The Gini coefficient measures the inequality as a proportion of its theoretical maximum. The Gini coefficient can range from 0 (no inequality) to 1 (complete inequality). The driver of the increase in inequality has been between-group inequality. For the realisation of the constitutional mandate of "Human dignity, the achievement of equality and the advancement of human rights and freedoms" deliberate programmes that will optimally reduce inequality need to be driven on all fronts and by all social partners.

The incomes of both the richest and the poorest 20% of the population rose by about 45% between 1995 and 2005. The distribution of income to the richest and poorest sections of society did not change significantly between 1995 and 2005. The poorest 20% of the population earns about 2.3% of national income, while the richest 20% earns about 70% of the income.

### Unemployment

Over 25 years, there was no net job creation for a growing African population. Strict unemployment peaked in 2001 at 31%. Broad unemployment, referring to people who would like to work but have become discouraged, is also a critical challenge, mostly affecting young black women living outside of urban areas. Positive and sustained growth between 1997 and 2008 did finally make inroads into unemployment, falling to 23%. The global economic downturn now poses uncertain challenges towards efforts to further reduce unemployment.

The table below indicates the unemployment rate by age (%) between 2002 and 2010:

Age group	2002	2004	2006	2008	2010
15 – 24	55.9	51.8	50.2	46.6	51.3
25 – 34	34.1	29.8	28.5	26.2	29.1
35 – 44	21.0	18.2	18.2	16.6	17.8
45 – 54	16.1	11.9	12.4	9.3	12.4
55 – 65	10.0	7.2	6.9	6.5	7.3
<b>Total</b>	<b>30.4</b>	<b>26.2</b>	<b>25.5</b>	<b>23.2</b>	<b>25.4</b>

Source: Development Indicators based on Labour Force Survey (Sept figures only)



## In Swartland

### Poverty rate

The poverty rate is the percentage of people living in households with an income less than the poverty income. The poverty rate for Swartland was 32.8% for 2001, 27.6% for 2007 and 26.8 for 2010. The 2010 figure is slightly lower than that of the West Coast District (30.4%).

### Inequality

The Gini coefficient for Swartland was 0.58 for 2001, 0.60 for 2007 and 0.58 for 2010. Again the 2010 figure is slightly lower than that of the West Coast District (0.6) and that of South Africa (0.66 in 2008).

### Human Development Index

The Human Development Index (HDI) is a composite, relative index that attempts to quantify the extent of human development of a community. It is based on measures of life expectancy, literacy and income. The HDI can assume a maximum level of 1, indicating a high level of human development, and a minimum value of 0. The HDI for Swartland was 0.62 for 2001, 0.64 for 2007 and 0.64 for 2010. The 2010 figure is slightly lower than that of the West Coast District (0.65).

### Unemployment

Economically active people (those in the labour force) are those between the ages of 15 and 65 years who chose to participate in the labour market by being willing to supply their labour in exchange for an income. Being economically active does not depend on being employed; as long as there is a desire, willingness and availability to work, even if that desire does not translate into employment, then you are seen as part of the labour force.

According to the 2011 Census data Swartland had a labour force of 45 863 of which 5 832 (12.7%) were unemployed. This figure differs substantially by population group: unemployment rate within the African population was the highest at 27.7%, followed by the Coloured population at 16.2% and the White population at 1.7%.

When looking at the unemployment rates by age, the unemployment rate amongst young people is very high. Unemployment for the age group 15-34 years is 17.9%.

## **(b) Local economic development (LED)**

### **What is LED?**

The World Bank's current defines LED as follows: *"Local Economic Development (LED) offers local government, the private sector, the not-for-profit sectors and the local community the opportunity to work together to improve the local economy. It aims to enhance competitiveness and thus encourage sustainable growth that is inclusive."*

Another definition is *"an ongoing process by which key stakeholders and institutions from all spheres of society, the public and private sector as well as civil society, work jointly to create a unique advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms."*

The White Paper on Local Government (1998) introduces the concept of "developmental local government" which is defined as *"Local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs, and improve the quality of their lives."* However the same document makes it clear that *"Local Government is not directly responsible for creating jobs. Rather, it is responsible for taking active steps to ensure that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities"*. Thus, local economic development is about creating a platform and environment to engage stakeholders in implementing strategies and programmes.



While the Constitution (1996) places a great responsibility on municipalities to facilitate LED, the schedule in the Constitution that lists the functions of municipalities does not include LED. This has contributed to an interpretation that sees LED as an un-funded mandate for municipalities. National Government's LED Framework (2006) therefore emphasised that municipalities are not responsible for creating jobs but should rather invest in providing the overall economic and social conditions conducive to creating employment opportunities. LED is therefore about creating a platform and environment to engage stakeholders in implementing strategies and programmes.

### **Stages of LED**

In the early stages of LED, activities focussed strongly on the marketing of locations to external investors, often linked with incentive systems such as tax breaks and/or reduced costs of public services (such as water and electricity) and infrastructure development. In a second phase, attention shifted to endogenous economic potentials, striving to support the competitiveness of existing firms, promoting entrepreneurship and business start-ups. This was often done via entrepreneurship development and training programmes, business support and business linkage mechanisms, providing access to finance, skills development, rural development and sectoral development approaches.

Since the late 1990s, a more holistic approach to LED has become prevalent.

### **LED Framework (2006)**

This Framework emphasised that local government is not responsible for creating jobs but should rather invest in providing the overall economic and social conditions conducive to creating employment opportunities. Local economic development is therefore about creating a platform and environment to engage stakeholders in implementing strategies and programmes. The Framework emphasizes that municipalities have a key role in creating an environment conducive for investment through the provision of infrastructure and quality services, rather than by developing programmes and attempting to create jobs directly.

### **Swartland LED seminar - 21 March 2012**

The drive to sensitise the local business community of Swartland and to align stakeholders to the principles of sustainability took place on 21 March 2012 when a day seminar was held in the Malmesbury Town Hall. More than 300 people attended this very successful local economic development day as part of Human Rights Day, focussing on jobs and local initiatives to activate growth. A convincing mandate to "take the next step" was received with lists of signatures in support of the Swartland Economic Development Support Charter. The seminar showed that a lot of goodwill and willingness exists amongst the broad business community of Swartland to join forces and find new methods of doing things. Apart from creating an atmosphere where people feel at ease to create new enterprises, Swartland Municipality understands the necessity of retention and expansion of current businesses in the Swartland region. As local government we are keen to respond and contribute.

### **West Coast Economic Development Partnership**

The West Coast District Municipality in partnership with GIZ, the technical cooperation arm of the German government, has been consulting with a range of economic stakeholders across the district with a view to identifying, packaging and promoting strategic catalytic projects which have district wide economic impact as exploring the potential for developing collaboration amongst role-players. In the course of consultative meetings with the local municipalities and a range of stakeholders it has become apparent that there is a need to establish a partnership body involving the private sector, the non-profit sector and government to promote the regional economy.

Stakeholders have also noted that a very solid basis for the creation of such a partnership exists. Factors cited include:

- The high degree of structured collaboration between the district municipality and the local municipalities in the region;
- The positive relationships between local government and the private sector in the region;
- The strong regional tourism organisation and network through the regional tourism organisation (RTO);
- The well-organised business and agricultural sector at provincial and town level.



### Structure

It is proposed that the partnership would be governed by two structures:

- A Steering Committee broadly representative of major economic interests in the region meeting on a quarterly basis.
- A Management Committee to manage the work required to establish the partnership meeting on a monthly basis.

The partnership should potentially be positioned as the West Coast arm of the provincial EDP but this will need to be consulted with both the provincial EDP as well as local stakeholders.

### Programme elements

The West Coast partnership programme would comprise some of the following activities:

- Economy mapping: The West Coast economic development partnership will work with the EDP to map both the economic stakeholders in the region as well as all major projects, events and initiatives in the region with a potentially catalytic impact on the economy.
- Economic visioning: The West Coast partnership will initiate a series of stakeholder dialogues through its partners in order to stimulate the development of innovative and visionary thinking about the regional economy.
- Network Building Programme: The West Coast partnership will promote strong economic networks and collaborations through local town-based working groups, sector working groups, stakeholder dialogues, business breakfast forums and newsletters.
- Project and Enterprise support. The partnership will provide support to enterprises and projects by linking private and public innovators and entrepreneurs with knowledge, funding and opportunity through feasibility studies, market exploration, investment events and the creation of on-line investment platform for small to medium social and economic projects.
- Regional Economic Development Learning Partnership. The West Coast partnership with support from GIZ will establish a learning partnership with other regional processes in areas with similar challenges to the West Coast.

### **Western Cape Economic Development Partnership**

Swartland, one of only 4 Municipalities from the Western Cape, was acknowledged as one of the forming members amongst the 40 key organisations of the Western Cape Economic Development Partnership (EDP) that was launched in Cape Town on 26th April, 2012 at the Cape Town Film Studios. Representing Swartland Municipality was Mayor Tijmen van Essen and Councillor Chris Hunsinger amongst business associations from Western Cape, industry bodies, sector development agencies, NGOs and skills development organisations, as well as the Western Cape Premier, Helen Zille, the MEC for Finance, Economic Development and Tourism, Alan Winde, EDP convener, Andrew Borraine and several Western Cape Mayors.

According to Mayor van Essen, the EDP has been launched as a regional and local response to the countrywide imperative that economic growth is linked to sustainable jobs. He is of the opinion that Swartland has always been influential and a keen participant to address the challenges that it needs to face as a region and province. The EDP is a significant stage in forming an independent organisation to co-ordinate economic development holistically in the Western Cape towards comprehensive economic growth.

Speaking at the launch Andrew Borraine, EDP convenor, said that building effective partnerships for inclusive growth is a prerequisite for meaningful change. He explained that this will require a commitment to shared values, vision and action, and time. Many of our public and private institutions are no longer suited to address the step-change necessary in our economy and we are looking for a new breed of organisation and a new type of collaborative leadership.

Western Cape MEC for Economic Development and Tourism, Alan Winde said that the EDP will add value to the work of all three spheres of government. The role of government in the economy is to get the basics right – education, infrastructure, health, skills, sound macro and micro economic policies, an enabling regulatory framework, and to make sure that this is done in a ‘whole of government’ way. The EDP will provide a platform for much needed innovation and experimentation.

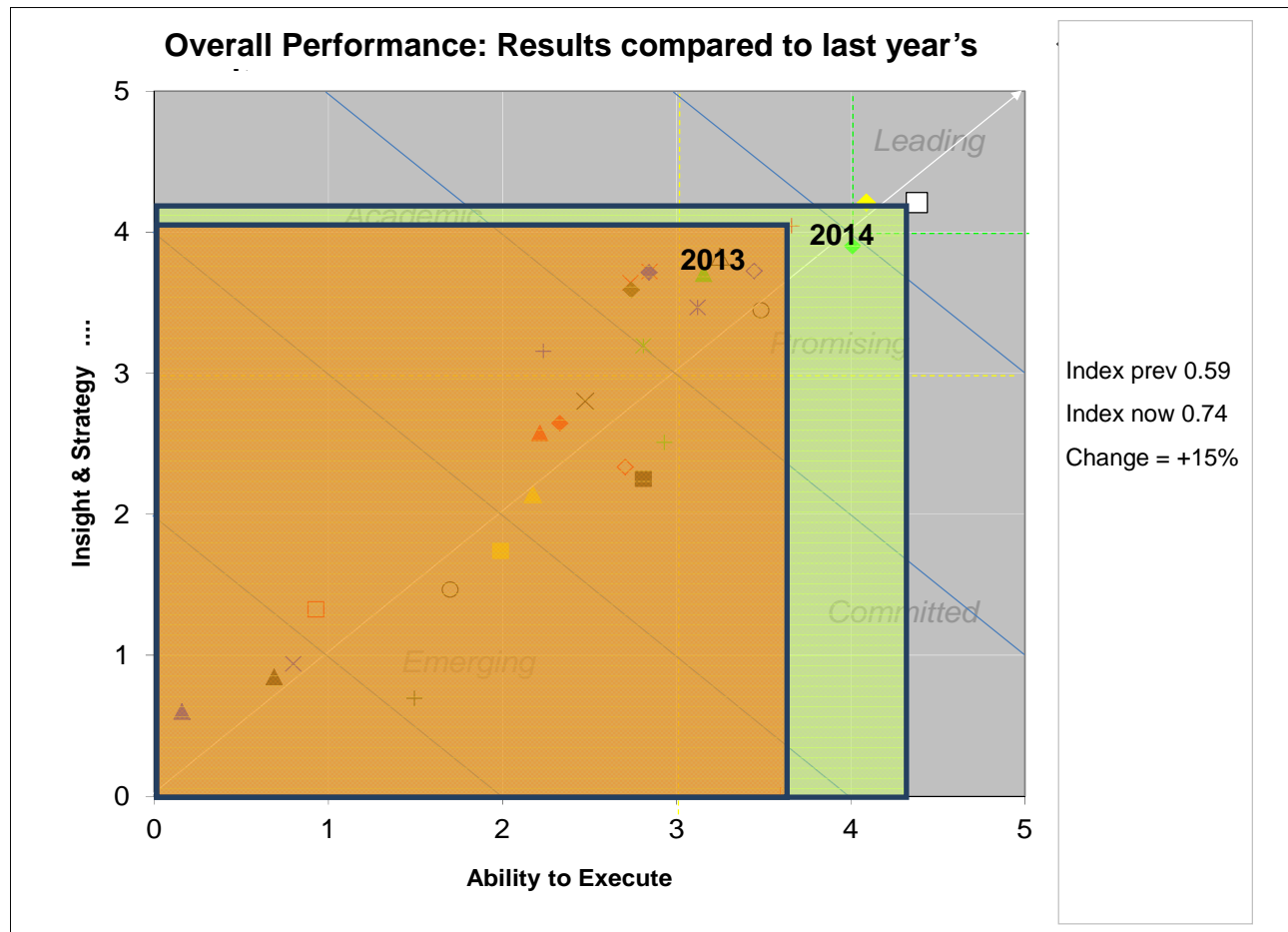


**LED maturity assessment [revised on 30 May 2014]**

An LED maturity assessment was done by the Provincial Department of Economic Development and Tourism for all municipalities in the Western Cape. The results were released in February 2014. The following is an abstract from the document:

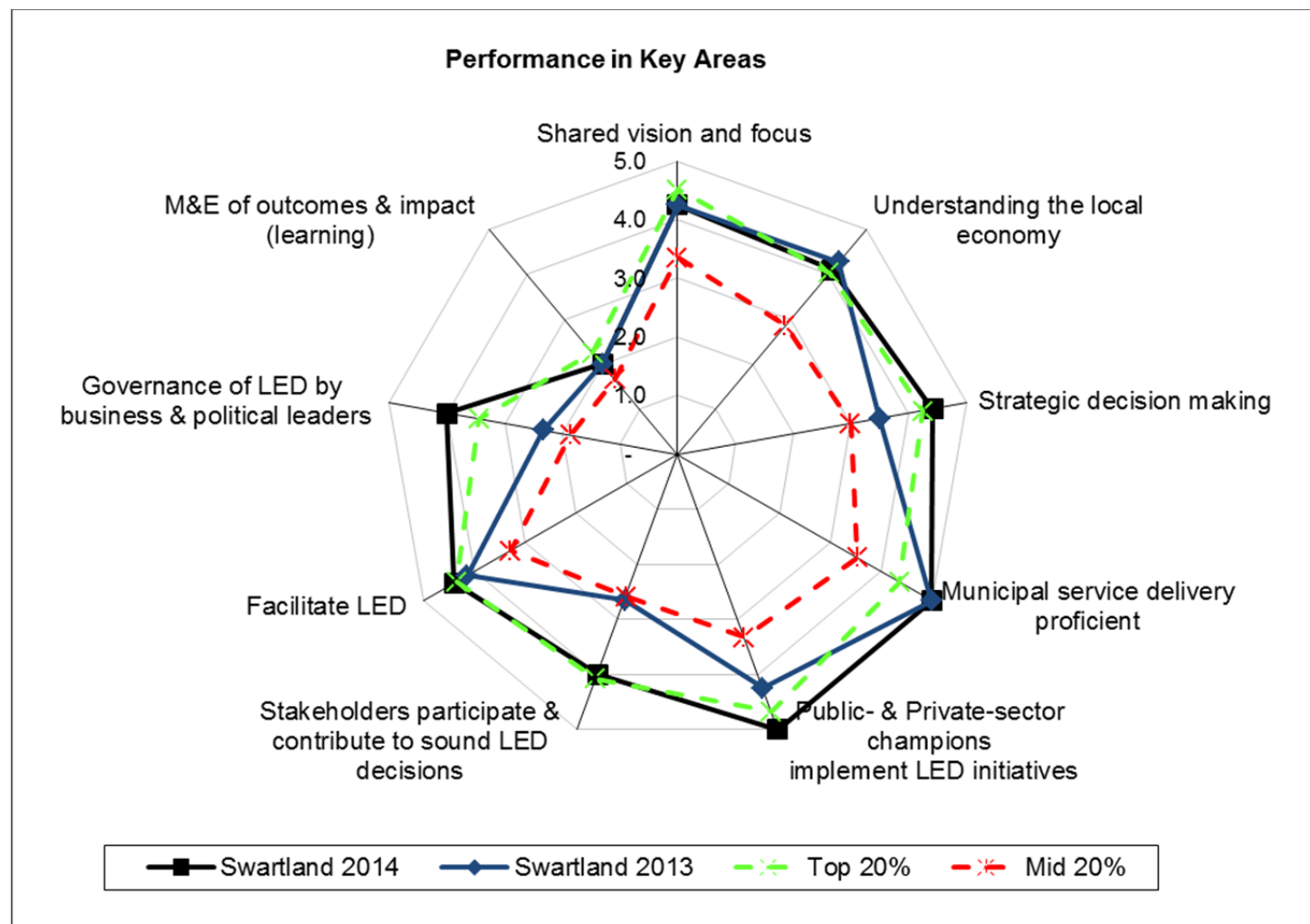
The objectives of assessment of LED capacity is to:

- Identify and highlight cases of sound LED practices
- Identifying gaps at municipal level
- Enable municipalities to identify areas for improvement
- Establish a structured pattern of support to improve LED practices

Improvements in key performance areas January 2013 to January 2014



Relevant strengths and weaknesses in nine key performance areas (on each of the spokes) explain the overall performance in more detail. Swartland Municipality's performance of 2014 is compared with 2013 and with the averages of all the other municipalities. The centre is 0 and a maximum score 5 is on the outside.





Critique factors	2013	2014
<b>Insight and Strategy</b>	4.0	4.2
<b>Shared vision and focus</b>	4.3	4.3
Social context: Status and trends understood	4.0	3.5
LED focus	4.5	5.0
<b>Understanding the local economy</b>	4.3	4.1
A good place for business	5.0	5.0
Competitiveness of key sectors	4.5	4.0
Key local markets	1.5	1.5
Business environment	5.0	4.5
Inter-firm effort to improve and cooperate	4.0	4.0
Competitive location for key sectors / clusters	5.0	5.0
Economic, political and regulatory framework conditions	5.0	4.5
Development orientation of local society	4.5	5.0
A good place to live	4.5	4.0
Good place for poor to access economic opportunity	5.0	5.0
Good for the environment	5.0	4.5
<b>Strategic decision making</b>	3.5	4.4
Reliable planning process / methodology	3.0	4.0
Smart selection of interventions	2.5	4.5
Alignment to leverage support, power and resources	5.0	5.0
Follow-through to implementation	5.0	4.5
<b>Ability to execute</b>	3.7	4.3
<b>Municipal service delivery proficient</b>	5.0	5.0
Utilisation of municipal resources	5.0	5.0
Municipal ability to execute	5.0	5.0
<b>Public and Private-sector champions implement LED initiatives</b>	4.3	5.0
LED results to date	4.0	5.0
Process of LED initiative implementation	4.0	5.0
Organisation of capacity to implement LED initiatives	4.0	5.0
Leveraging more resources for LED implementation	5.0	5.0
<b>Stakeholders participate and contribute to sound LED decisions</b>	2.7	4.0
Results achieved from stakeholder participation to date	3.0	4.0
Processes of stakeholder contribution to LED decision making	2.0	4.0
Organisation of stakeholder contribution to LED decision making	3.0	4.0
<b>Facilitate LED</b>	4.2	4.4
LED facilitation results (calculated from other)	3.6	4.6
LED Facilitation process	4.0	4.5
Organisation of capacity to facilitate LED	4.0	4.5
What resources are available for LED facilitation	5.0	4.0
<b>Governance of LED by business and political leaders</b>	2.3	4.0
Results of LED governance	2.5	4.0
Process of LED governance	3.0	4.0
Organisation of LED governance capacity	1.5	4.0
<b>Monitoring and Evaluation outcomes and impact (learning)</b>	2.0	2.0

### Assessment scale

- 0 Don't know, don't care about
- 1 Aware of need to
- 2 + Trying something
- 3 + Now know what to do and how
- 4 + Now starting to do the right things
- 5 Consistently performing = excellence, best practice

To pinpoint the factors of most concern, the 33 detailed factors are arranged according to the framework on the previous page. The factors are divided into the *Insight and strategy* dimension, and the *Ability to execute* dimension. Each dimension subdivides into various, more detailed critique factors. The recommendations that follow on the next page aim to address the lower scoring factors.



## Recommendations

Marked improvements are observed in *strategic decision making*, *stakeholder participation in decision making* and *LED governance*. Two low scores persist – *understanding of markets* and *monitoring and evaluation of outcomes and impact*. The recommended leaning priorities for next year are:

1. Start understanding relevant agro-processing value chains – deepen your understanding of your strengths and weaknesses in the key sector
2. Develop strategy maps to make LED value addition visible
3. Develop a performance framework according to good practice

Action 5.3.1 under Output 5.3 in Chapter 7 of the Integrated Development Plan deals with the formulation of a LED strategy and action plan for Swartland Municipality. A note under this output states that the strategy must take into consideration the LED maturity assessment. A PACA process has been conducted in January 2014 to obtain inputs in respect of a new LED strategy and action plan.

### (c) Climate change

The information under this heading was obtained from the document “*A climate change strategy and action plan for the Western Cape*” issued by the Provincial Government in December 2008.

Climate change is one of the biggest challenges facing the international community. Although media coverage and talk is generally about the future impacts of climate change, our climate is in fact already changing and a further level of climate change is inevitable.

The Western Cape is one of the areas within South Africa that can expect the highest degree of climate change and will be most adversely affected, with the predicted warming and drying conditions being most apparent in the western part of the region.

If we continue along a business as usual path using energy in the way that we currently do, we are set to increase our energy consumption in the Western Cape Province from approximately 250 million gigajoule (GJ) in 2004 to 375 million GJ by 2020. Our industrial and transport sectors are currently the highest contributors towards this energy consumption. The Western Cape, as is the rest of South Africa, is heavily dependent on fossil fuels for its energy needs which means that we release a disproportionate amount of greenhouse gases for the energy that we use. This will serve as our contribution to climate change and may come back to haunt us in the form of droughts, floods and sea level rise that will cause significant socio-economic challenges.

The leading international assessment on the costs of climate change, the Stern Review, estimates that damages from unmitigated climate change could range between 5% and 20% of GDP annually by 2100.

The Western Cape is particularly vulnerable to the effects of climate change because of our coastal location and the influence of rising sea temperatures on our weather patterns. Since 2001, more than a dozen floods have ravaged our landscape and resources, as have several droughts. We were particularly hard hit in 2007 and 2008, when floods damaged key infrastructure, roads and crops in the province, costing our fiscus in excess of R1 billion each year.

Although the scale and exact manifestation of the change is less certain, the application of a range of climate models to the province makes it possible to identify a number of stress factors with likely results:

- An increase in the annual average temperature of at least 1°C by 2050 (the Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report released in February this year shows an expected increase of between 3 and 5°C by 2100).
- A possible increase in the frequency and intensity of extreme events.
- An increase in conditions conducive to wildfires (higher temperatures and increased wind velocity)
- Reduced rainfall in the western parts of the Western Cape.
- Decreased water resources.
- Reduced soil moisture from an increase in temperature coupled with a decrease in average precipitation.
- Temperature impacts on crop activities - crop burn, drought, pests and microbes resulting in yield reductions, and loss of rural livelihoods.



The above statements should not be regarded as forecasts but rather as indications of possible directions and scale of change. The most useful approach is to use these projections as an experimental basis for assessing additional risk - that is, the potential exposure to hazards to life, biodiversity or economic interests that climatic changes on this scale could pose.

Vulnerable systems identified as priorities are:

- Natural systems - water, biodiversity, and coastal and marine systems and resources
- Economic sectors - agriculture, tourism and fisheries
- Economic resources and infrastructure - energy, transport, health and air quality
- The built environment, livelihoods and disasters - social systems and extreme events (floods, fires).

Climate change can influence and react with a range of macro-variables. In the Western Cape it can be a driver of internal migration - should rural livelihoods decline - and production patterns. Climate change could interact with demographic and behavioural trends with implications for future health care and community service needs. Increased demands on the province's already-threatened energy security and water supply systems will have economic and social consequences. In addition, the province is likely to be influenced by international climate impacts and responses and the related effect on commodity prices, demand and volumes, requisite changes to production processes and socio-economic factors, including pressure for disaster relief and migration.

Various renewable energy initiatives are currently being investigated or planned for the West Coast area. The Council strongly supports renewable energy initiatives and in Chapter 7 of this document (Action 5.2.2 Protect environmental quality) it is proposed that a climate change strategy for Swartland be formulated before June 2013.

#### **(d) Migration patterns**

Migration constitutes a major challenge for the Swartland as it reflects in-migration of relatively unskilled persons and the out-migration of generally more highly skilled elements of the population better able to compete on merit in the larger labour market and thus also a serious loss for Swartland. No detailed statistics are available on the in- or out-migration of people to and from the Swartland, but the following observations can be made:

- Migration to the Swartland is a function of the availability of infrastructure, services and job opportunities, but these elements enjoy different priority in the decision making of different population groups.
- Towns such as Malmesbury in the Swartland offering comparatively high levels of infrastructure provision and perceived generally better employment prospects are likely in relative terms and given a sustained economic growth rate to attract increasing numbers of low income migrants in search of employment and better living conditions.
- The tendency under the White and Coloured population in the age group 20 to 30 years is to leave Swartland in search of employment elsewhere whereas the African population considers the Swartland as a better option to find employment than their places of origin.
- A notable trend appears to be the permanent in-migration of both professionals and retired people into the coastal and inland small towns.
- The relative imbalance in the growth of the higher income and the lower income components of the local population will increase the exposure of Swartland to external funding through the intergovernmental transfer mechanism. The Equitable Shares grant is fast becoming inadequate in relation to the actual costs of providing services. This imbalance can result in upward pressure on local poverty levels with an increasing proportion of local households having to rely on some form of state subsidy or social grant as their means of survival.
- Actions taken by Swartland to stimulate local economic growth and providing infrastructure and services in themselves create expectations of employment and of a relatively improved quality of life and thus potentially increase in-migration.

Although in- and out-migration cannot be stopped, it must still be managed with great care by the Municipality.



## CHAPTER 7: THE STRATEGY

### 7.1 VISION, MISSION AND SLOGAN

New vision and mission statements as well as a slogan for Swartland Municipality were formulated in 2011. It was circulated to all staff members by means of the Municipality's internal newsletter and they were invited to comment or to give inputs. The final vision, mission and motto are as follows:

(a) **Vision** (*an idealized view of where or what an organisation would like to be in the future - "where we are going"*)

**Swartland Municipality is a frontline organisation which promotes sustainable development and delivers services effectively and efficiently to all its people by building partnerships with all stakeholders.**

The key words and phrases in the vision must be interpreted as follows:

- **Municipality:** A municipality consists of the **political structures**, the **administration** and the **community** (Systems Act Section 2).
- **Frontline:** Dictionary definition: At the forefront of something, leading, foremost, influential, most important (in Afrikaans: toonaangewende)
- **Sustainable development:** Development that "meets the needs of the present without compromising the ability of future generations to meet their own needs". It rests on three "pillars" i.e. **economic development**, **social development** and **environmental protection**.
- **Effectively:** A measure of how inputs and outputs relate to the achievement of an institution's strategic objectives and goals.
- **Efficiently:** Maximum level of output for a given set of inputs, or the minimum required inputs to produce a given level of output.
- **Partnerships:** The purpose of partnerships is the joint creation of prosperity and the fair distribution thereof.
- **Stakeholders:** Any person, organisation, company or government body that has some form of interest in the Swartland municipal area.

(b) **Mission** (*an organisation's present business scope and purpose - "who we are, what we do and why we are here"*)

**At Swartland Municipality it is our mission to promote social and economic stability and growth through the sustainable delivery of services in terms of our legal powers and functions to all our interested parties.**

(c) **Slogan** (*a brief statement used to express a principle, goal, or ideal*)

**Dedicated to service excellence!**

### 7.2 LEADERSHIP PHILOSOPHY AND VALUES

(a) **Leadership philosophy**

Through participation, understanding and purposefulness we create an environment in which staff flourish and deliver an outstanding and sustainable service.



**(b) Values**

- Mutual respect
- Positive attitude
- Honesty and integrity
- Self-discipline
- Solidarity and commitment
- Support
- Work in harmony

**7.3 THE MUNICIPALITY'S FIVE YEAR STRATEGY****(a) Describing the terminology used****(i) OUTPUTS AND OUTCOMES**

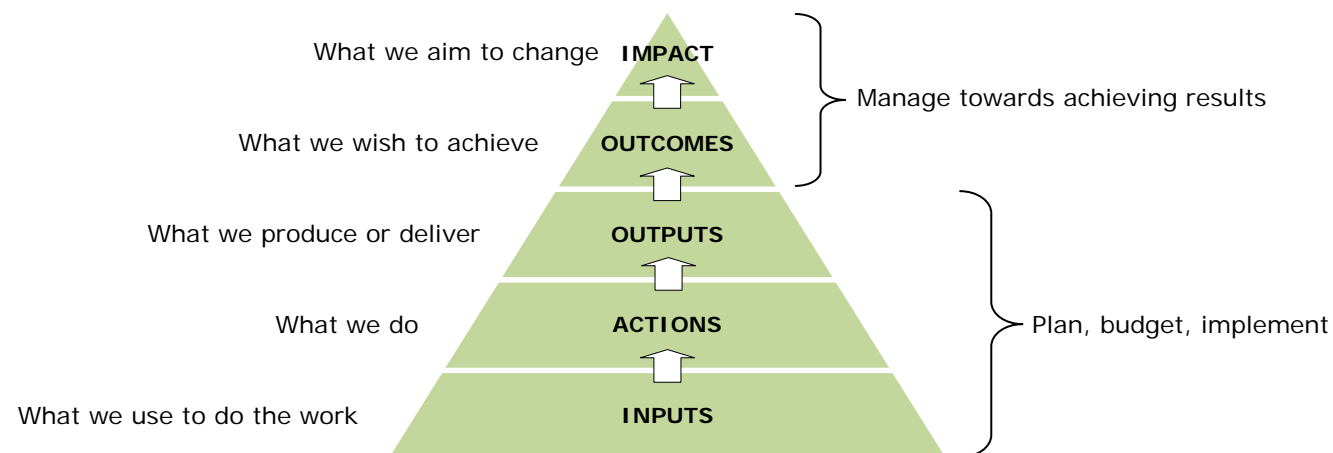
Firstly we have to understand the difference between outputs and outcomes. In the *Guide to the Outcomes Approach, Presidency, 1 June 2010*, outputs and outcomes are defined as follows:

- **Outputs** are the results and effectiveness of activities, processes and strategies of a program of the Municipality. It shows the 'deliverables' of programmes and projects. Outputs are used to measure effectiveness.
- **Outcomes** are the quality and/or impact of the outputs on achieving the overall objective. It shows the broader consequences of programmes and projects. Outcomes are used to measure efficiency.

*National Treasury's Framework for Managing Programme Performance Information, May 2007*, defines outputs and outcomes as follows:

- **Outputs** are the final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver".
- **Outcomes** are the medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes are "what we wish to achieve".

The following figure indicates the meaning of and relationship between outcomes, outputs, actions and inputs:





An outcomes approach will ensure that Management of the Municipality is focused on achieving the expected improvements in the effective, efficient and economical functioning of the organisation. It will ensure that the results of what every employee is doing, contributes to improving the functioning of the organisation and the lives of Swartland residents rather than just the carrying out of functions

## (ii) RISKS

Risks manifest as negative impacts on goals and objectives or as missed opportunities to enhance institutional performance. Stakeholders expect the Municipality to anticipate and manage risks in order to eliminate waste and inefficiency, reduce shocks and crises and to continuously improve capacity for delivering on their institutionalised mandates. A risk is therefore an event, potential or real, that could have an impact on the institution achieving its objectives. There is a direct correlation between risks and outcomes.

You cannot have risks that are not linked to outcomes as it would serve no purpose. Outcomes on the other hand must be linked to risks in order to determine the correct and appropriate management interventions.

It is also apparent that risk is measured in terms of the impact that it would have on the achievement of objectives and the likelihood of the risk materialising. The risk rating = impact score X likelihood score. Inherent risks are without any controls and residual risks are with controls. This can graphically be illustrated as follows:

		Heat Map				
IMPACT	5 Critical	5	10	15	20	25
	4 Major	4	8	12	16	20
	3 Moderate	3	6	9	12	15
	2 Minor	2	4	6	8	10
	1 Insignificant	1	2	3	4	5
		Rare	Unlikely	Moderate	Likely	Common
		1	2	3	4	5
		LIKELIHOOD				

Inherent risk ratings		
Rating	Magnitude	Response
15 - 25	High	Unacceptable level of inherent risk. High level of control intervention required to achieve an acceptable level of residual risk.
8 - 12	Medium	Unacceptable level of inherent risk, except under unique circumstances or conditions. Moderate level of control intervention required to achieve an acceptable level of residual risk.
4 - 6	Low	Mostly acceptable level of inherent risk. Medium level of control intervention required.
1 - 3	Minimum	Acceptable level of inherent risk. Low level of control intervention required, if any.

Residual risk ratings		
Rating	Magnitude	Response
15 - 25	High	Unacceptable level of residual risk. Implies that the controls are either fundamentally inadequate (poor design) or ineffective (poor implementation). Controls require substantial redesign or a greater emphasis on proper implementation.
8 - 12	Medium	Unacceptable level of residual risk. Implies that the controls are either inadequate (poor design) or ineffective (poor implementation). Controls require some redesign, or a more emphasis on proper implementation.
4 - 6	Low	Mostly acceptable level of residual risk. Requires minimal control improvements.
1 - 3	Minimum	Acceptable level of residual risk. Adequate controls implemented and adhered to.



**(b) Putting the strategy together****(i) WHAT IS STRATEGY?**

Strategy is a systemic process of interconnected activities. Strategic planning is the process by which management of an organisation envision its future and develop the necessary procedures and operations to achieve that future. It is about gap-closing activities that will realise the desired future state sooner and faster.

Strategic planning, in order to be effective, must be accepted by all those personnel who will ultimately be expected to implement, to monitor, and who will be held responsible for the results of the plan. Things will not happen “because leadership said so”. In reality things happen because there is an understanding of why things need to change and of what leadership is aiming for.

**(ii) STRATEGY WORKSHOP - 9 NOVEMBER 2010**

The development of a new five year strategy for Swartland Municipality started with this strategy workshop. Present at this strategy workshop were the executive mayoral committee members as well as all directors and division heads. During the workshop participants were asked to write down the one issue that concerns them the most about the Municipality. The key issues listed clearly fell into seven groups that deal with the Municipality's -

- financial situation;
- clients;
- workforce;
- services;
- involvement in sustainable development;
- organisational structure and arrangements; and
- protection of community safety

From these groups of key issues the Municipality developed the seven strategic outcomes set out in the table in paragraph (v) below.

**(iii) THE MAJOR RISKS FACING THE MUNICIPALITY (HIGH IMPACT AND HIGH LIKELIHOOD)**

In a follow-up session on risk management, the major risks that could close down a municipality were identified. The inherent risk ratings in terms of impact and likelihood were also determined. The major risks are the following:

Major risk	Inherent risk rating		
	Impact	Likelihood	Rating
If there is insufficient revenue to meet the demand for services	5	5	25
If services are expensive and unaffordable	4	4	16
If clients are unsatisfied / uninvolved / uninformed	4	4	16
If there is a lack of appropriately skilled and productive staff	4	4	16
If the working environment is unsafe and unhealthy	5	4	20
If infrastructure is ageing and poorly maintained and can result in a collapse in services	5	5	25
If there is a lack of capacity in respect of infrastructure	4	4	16
If there is an imbalance between the three pillars of sustainable development i.e. environment, economy and people	4	5	20
If there is a lack of good governance	4	4	16
If management - and IT systems are inadequate	5	4	20
If there is a decrease in law compliance	5	5	25
If we are insufficiently prepared for disasters	5	4	20



The route causes of these risks are set out in the table in paragraph (v) below.

(iv) STRATEGY FORMULATION PROCESS - SEPTEMBER TO NOVEMBER 2011

During the months of September, October and November 2011 the process of putting a strategy together was continued. The following strategy discussions and sessions took place:

- |  |                           |
|--|---------------------------|
| ▪ Strategy discussions with all municipal departments:   | 30 September - 28 October |
| ▪ Strategy discussions with the executive mayoral committee:   | 11 October                |
| ▪ Strategy workshop involving all councillors, top management of the Municipality and external stakeholders:                   | 1 November                |
| ▪ Strategy workshop involving the executive mayoral committee as well as all directors and division heads of the Municipality: | 8 November                |

(v) PUTTING IT ALL TOGETHER

The seven strategic outcomes are set out in the table below. For each of the outcomes, detail information on the following is provided:

- the major risks, risk ratings and the root causes (both internal and external) for each of the major risks;
- the outputs necessary to mitigate or minimise the risks and to ensure realisation of the outcomes;
- the actions and processes related to each output and who is responsible; and
- the key performance indicators (KPI's), standards and targets that will be used to measure the extend to which outputs are being reached.

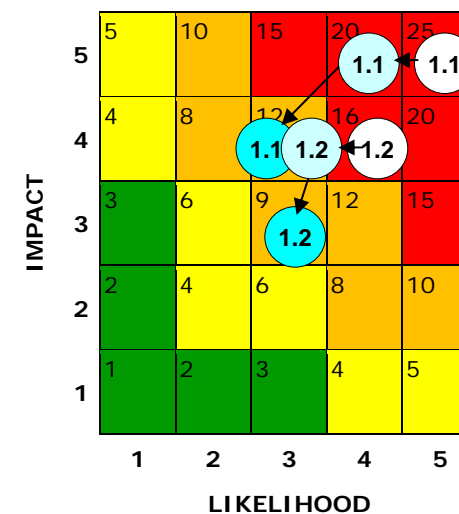
***[The tables on the following pages were revised on 30 May 2014. Progress since 2012 was added under each of the seven outcomes]***



## STRATEGIC OUTCOME 1: A FINANCIALLY SUSTAINABLE MUNICIPALITY WITH WELL MAINTAINED ASSETS

### Major Risks

Risks	Risk rating with -			Root causes	
	no controls	existing controls	future controls	Internal	External
1.1 If there is insufficient revenue to meet the demand for services	25	20	12	<ul style="list-style-type: none"> <li>Non-core operational functions</li> <li>Incomplete / inaccurate revenue database</li> <li>Long term strategy not based on a realistic income potential</li> <li>External funding not investigated fully</li> <li>Tariffs that are not cost recoverable</li> <li>Surplus generated from electricity sales under serious threat due to increase in cost causing reduced consumption and conversion to renewable energy</li> </ul>	<ul style="list-style-type: none"> <li>External economic factors</li> </ul>
1.2 If services are expensive and unaffordable	16	12	9	<ul style="list-style-type: none"> <li>Non-core operational functions</li> <li>High cost of maintaining and replacing services infrastructure</li> <li>No standard costing</li> <li>Tariffs that are not cost recoverable</li> </ul>	<ul style="list-style-type: none"> <li>High increases in the cost of bulk increases (ESKOM, Water)</li> <li>Collective agreements regarding salaries</li> <li>Unfunded mandates</li> </ul>



### Progress since 2012

- All debt collection officials were trained as law enforcement officers during 2012.
- The "Engen site" in Malmesbury was redeveloped in 2013.
- The first batch of water demand management devices for revenue protection was delivered in Jan 2014 and will be installed in Abbotsdale as a pilot project. Due date is June 2014.
- During 2014 a new McDonald's and a new West Coast College Campus established in Malmesbury and major expansions took place at SASKO.
- During 2013 financial contributions were received from SASKO (R2.1 million), McDonalds (R400 000) and the Van Zyl Family Trust (R250 000).
- Swartland Municipality received R2m from PPC in its 2013/14 fin year. R1.5m will be received in 2014 and another R1.5m in 2015. These contributions are for the waste water treatment works in Riebeek Kasteel.
- Yzerfontein Harbour was outsourced with effect from 1 September 2013.



## Outputs

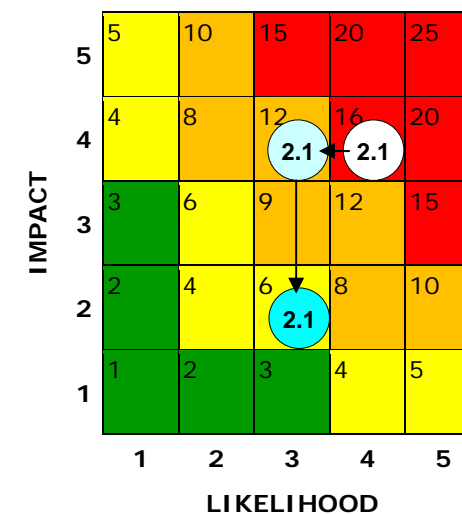
Actions	Processes	Responsible	Key Performance Indicators	Targets
<b>Output 1.1: Secured and increased sources of revenue</b>				
1.1.1 Review tariffs in respect of water, sewerage and refuse	Investigate cost reflective charges in respect of water, sewerage and refuse and determine an appropriate strategy	Dir Fin Services Dir Corp Services	Investigation completed and appropriate strategy determined	Report to Management Team by Oct 2014
1.1.2 Maintain and improve on debt collection	Installation of water demand management devices for revenue protection	Dir Fin Services Dir Dev Services	Number of devices installed	386 in Abbotsdale by October 2014
	Housing education - financial responsibility in respect of payments of accounts	Dir Fin Services Dir Dev Services	Housing consumer education at Abbotsdale housing project	By July 2014
	Implementation of new credit control and debt collection by-law and policy	Dir Fin Services	Commence with implementation	By July 2014
1.1.3 Secure new sources of revenue	Investigate new sources of revenue, external funding sources and government grants	Strategic Manager	Investigate and report to management meeting	Annually in October
	Marketing of Swartland to attract new economic development	Mun Manager Strategic Manager	Develop a marketing plan for Swartland as a preferred destination	By Dec 2014
	Facilitate new businesses to establish in the area	Mun Manager	Report to MayCo on the number of engagements with potential investors and stakeholders to bring growth to the area and the number of successes	By July annually
<b>Output 1.2: Affordable and well managed budget</b>				
1.2.1 Monitor the financial health of the Municipality against financial standards	Measure and report on financial performance against ratio's and standards and identify controls	Dir Fin Services	Report to Management Team on Municipality's performance against ratio's and standards	Annually by Nov
<b>Output 1.3: Curtailing expenditure</b>				
1.3.1 Streamlining of municipal organisation	Investigate and report to the Mayoral Committee on the streamlining of municipal services to curtail expenditure	Mun Manager	Investigation completed and reported to the Mayoral Committee	Annually by October
<b>Output 1.4: Well managed and maintained assets</b>				
1.4.1 Maintain and utilise assets effectively and efficiently	Investigate an asset management programme	Dir Fin Services	Investigation completed and submitted to Management Team	End of June 2015



## STRATEGIC OUTCOME 2: SATISFIED, INVOLVED AND WELL INFORMED STAKEHOLDERS

### Major Risks

Risks	Risk rating with -			Root causes	
	no controls	existing controls	future controls	Internal	External
2.1 If clients are unsatisfied / uninvolved / uninformed	16	12	6	<ul style="list-style-type: none"> <li>Poor or ineffective communication with our clients</li> <li>Political promises not delivered</li> <li>Ineffective functioning of and inadequately represented ward committees</li> <li>Lack of public knowledge with respect to ward committees and ward committee members</li> <li>Poor or no reaction to complaints regarding service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Spreading of wrong perceptions and incorrect information</li> <li>Unrealistic expectations</li> <li>Corruption in government</li> <li>Resistance against high service costs</li> <li>Politicised environment</li> <li>Poor understanding/ insight (provider and receiver)</li> <li>Lack of organised tax / services / client forums</li> <li>Poor communication from public regarding concerns</li> </ul>



### Progress since 2012

- The client services charter was revised in 2013 to improve standards.
- A draft communication strategy was completed by May 2014 and is awaiting approval by Council
- An executive summary of the IDP in full colour booklet format was completed and distributed in 2013.

### Outputs

Actions	Processes	Responsible	Key Performance Indicators	Targets
<b>Output 2.1: Prompt, courteous and responsive service that is sensitive to the needs/concerns of the public and respectful of individual rights</b>				
2.1.1 Maintain and measure standards in the client services charter	Review the client services charter to evaluate and review standards	Manager Public Relations	Review completed	By end of 2015
2.1.2 Test public opinion on municipal service delivery	Do a client satisfaction survey	Strategic Manager Dir Corp Services	Survey completed	By Dec 2014



Actions	Processes	Responsible	Key Performance Indicators	Targets
<b>Output 2.2: External and internal stakeholders / clients that are well informed on and actively participating in municipal matters</b>				
2.2.1 Formulate and implement a communication strategy and plan	Assessment and revision of communication action plans and formulation of IDP indicators and targets for next financial year	Dir Corp Services Manager Public Relations	Assessment and revision completed	Annually by June
2.3.1 Involve external and internal clients in municipal affairs	Evaluate stakeholder involvement	All directors	Report on public participation to management team on a quarterly basis	Quarterly
2.3.2 Ensure actively functioning and adequately represented ward committees	Amend ward committee rules and procedures	Manager Secretariat & Records	Rules and procedures amended	2016 (after municipal election)

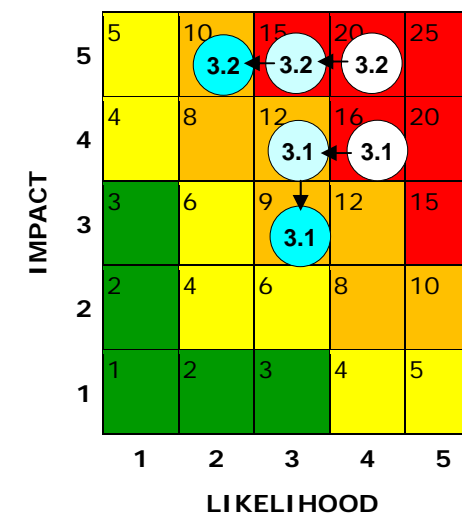
**NOTE:** Output 2.3 (Citizens that are actively participating in municipal decision-making) was removed and combined with Output 2.2



### STRATEGIC OUTCOME 3: AN EFFECTIVE, EFFICIENT, MOTIVATED AND APPROPRIATELY SKILLED WORK FORCE

#### Major Risks

Risks	Risk rating with -			Root causes	
	no controls	existing controls	future controls	Internal	External
3.1 If there is a lack of appropriately skilled and productive staff	16	12	9	<ul style="list-style-type: none"> <li>Insufficient succession and training planning</li> <li>Insufficient capacity building</li> <li>Poor knowledge sharing</li> <li>Inefficient method of work (low productivity)</li> <li>Uneconomical utilisation of resources</li> <li>Silo approach of departments</li> <li>Primary functions are neglected compared to secondary functions</li> </ul>	<ul style="list-style-type: none"> <li>Better opportunities/better salaries elsewhere ("brain drain")</li> <li>Scarce and unaffordable skills</li> </ul>
3.2 If the working environment is unsafe and unhealthy	20	15	10	<ul style="list-style-type: none"> <li>Non-compliance with prescriptions and regulations</li> <li>Non-usage and availability of safety clothing and equipment</li> <li>Insufficient training and awareness</li> </ul>	



#### Progress since 2012

- A preliminary organisation and work study report was completed in Oct 2013.
- A perception / satisfaction survey was done under all staff members of the Municipality in May 2013.
- The Municipal Manager's annual roadshows were held in Nov 2012 and Nov 2013.
- Policy and standards for the recognition of achievement was developed and will be implemented after July 2014.
- Career paths for staff members on levels T12 and higher were finalised in July 2013 and are in the process of being finalised for levels T5 – T11.
- Succession plan added to Recruitment and Selection Policy was finalised with the Labour Forum during April 2014 and will be considered by the Mayoral Committee in May 2014.



**Outputs**

Actions	Processes	Responsible	Key Performance Indicators	Targets
<b>Output 3.1: A motivated, productive work force pursuing Swartland Municipality's vision, mission, philosophy and values</b>				
3.1.1 Undertake and implement an Organisation and Work study / productivity survey	Undertake detailed surveys / studies per department over a three year period with the aim of a more effective and efficient organisation	Dir Corp Services Manager HR	Survey / study completed	By Jun 2017
3.1.2 Improve staff interaction and motivation	Monitor the level of motivation of the workforce	Manager HR	Perception / satisfaction survey completed	By Dec 2014
3.1.3 Recognition of achievements	Develop and implement policy for the recognition of achievement	Manager HR Strategic Manager (Task Team)	Policy developed and submitted to Management Team	By June 2015
<b>Output 3.3: Safe and healthy working environment</b>				
3.3.1 Establish a culture of workplace health and safety	Workplace safety awareness campaigns in all departments	Manager OHS	Awareness campaigns conducted	Bi-annually

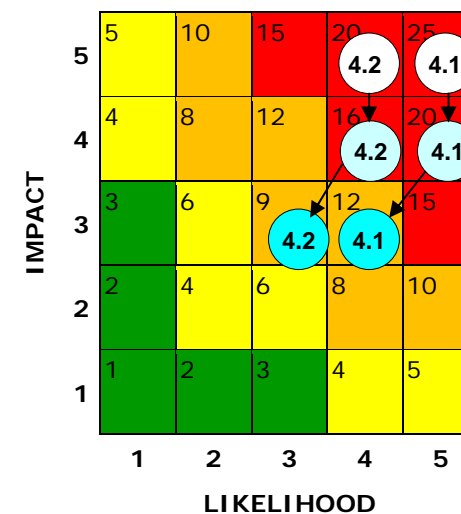
**NOTE:** Output 3.2 (A well trained and appropriately skilled work force, striving towards service excellence) was removed



## STRATEGIC OUTCOME 4: ACCESS TO AFFORDABLE AND RELIABLE MUNICIPAL INFRASTRUCTURE

### Major Risks

Risks	Risk rating with -			Root causes	
	no controls	existing controls	future controls	Internal	External
4.1 If infrastructure is ageing and poorly maintained which can result in a collapse in services	25	20	12	<ul style="list-style-type: none"> <li>Insufficient extension and upgrading of infrastructure</li> <li>Non-prioritisation of funding/projects</li> <li>Pressure of expansion</li> <li>Insufficient funds</li> <li>Larger portion of budget used for non-core activities</li> <li>Insufficient provision of funds in the past through depreciation and license conditions</li> </ul>	<ul style="list-style-type: none"> <li>Vandalism</li> </ul>
4.2 If there is a lack of capacity in respect of infrastructure	20	16	9	<ul style="list-style-type: none"> <li>Non-prioritization of funding/projects</li> <li>Pressure of expansion</li> <li>Unmanaged in-migration</li> </ul>	



### Progress since 2012

- In 2014 100% of new applications for development on existing erven could be accommodated.
- Energy losses were 5.9% for the quarter January – March 2014, down from 13.17% in July 2013.
- Water losses were 13.9% for the quarter January – March 2014, down from 17.4% in July 2013.
- Standards for operating costs for water and sewerage and electrical services were developed in 2014.
- By March 2014 the licensing process in respect of the waste disposal facilities in Darling and Yzerfontein has been completed. Only an adaptation license is necessary for Darling. The facility in Moorreesburg - waiting for permit.
- In respect of the waste disposal facilities in Riebeek West, Riebeek Kasteel and Koringberg an environmental consultant was appointed in Dec 2013 to manage the process. An application for these areas was submitted and is funded by DEAT.



**Outputs**

**NOTE: Availability and reliability with respect to three services i.e. water, electricity and sewerage is non-negotiable**

Actions	Processes	Responsible	Key Performance Indicators	Targets
<b>Output 4.1: Sufficient capacity in respect of infrastructure</b>				
4.1.1 <u>Water, electricity and sewerage:</u> Ensure that there is always sufficient infrastructure capacity to accommodate demand	Ensure up to date master planning with respect to the three services	Civil and Electrical Engineering Services	Annual review of master plans for all three services completed?	Annually by June
	If not sufficient, plan and budget to rectify capacity in line with relevant master plan(s)	Civil and Electrical Engineering Services	Project(s) to increase capacity identified and cost estimated submitted for budget purposes	Yes (annually by Oct for budget purposes)
<b>Output 4.2: Affordable municipal infrastructure</b>				
4.2.1 Minimise distribution losses and departmental operating costs	Maintain energy losses at an acceptable level	Dir Electr Eng Services	% total energy losses (technical + non-technical)	Maintain below 9% Maintain below 8% from July 2015
	Maintain water losses at an acceptable level	Dir Civil Eng Services	% total water losses	Maintain below 16%
<b>Output 4.3: Reliable, safe and well operated and maintained municipal infrastructure</b> (Measurements against benchmarks / standards to confirm reliability and safety levels)				
4.3.1 <u>Water, electricity and sewerage:</u> Ensure that the annual budget makes adequate provision for maintenance, renewal, upgrading and refurbishment of existing obsolete networks and equipment	Secure a realistic amount on the annual budget for this purpose  <i>Note: All legislative and licence conditions re maintenance and refurbishment to be complied with, i.e. Nersa licence condition to allocate 5% of revenue annually.</i>	Management team and Council	% compliance with Nersa licence condition with respect to 5% of revenue for upgrading and refurbishment annually	100% by 2016
		Management team and Council	Amount allocated for water and sewerage in terms of depreciated value of assets must be made available for upgrading and refurbishment.	50% by 2016
4.3.2 <u>Roads and storm water:</u> Speed up routine maintenance to temporarily stop the deterioration of roads and storm water  <i>Note: There are not sufficient funds to do preventative maintenance, which means roads and storm water will inevitably deteriorate in the long run</i>	Secure an increased amount on the operating budget for routine maintenance of roads and storm water	Management team and Council	Amount allocated for roads and storm water in terms of depreciated value of assets must be made available for upgrading and refurbishment.	35% by 2016 OR Acceptance of deteriorated roads and storm water and inevitable loss of asset



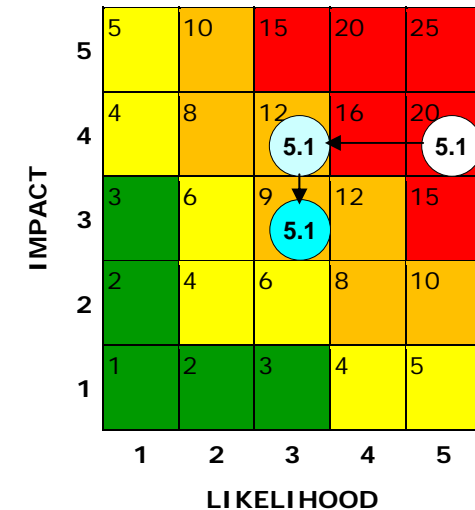
Actions	Processes	Responsible	Key Performance Indicators	Targets
4.3.3 <u>Gravel roads:</u> Maintain existing policy i.e. existing gravel roads will not be tarred.	Maintain current condition of gravel roads and storm water	Management team and Council	Adequate operational funding provided for maintenance from 2013/14. Report on how to improve cost.	R250 000 p.a. by 2016
4.3.5 <u>Sport and recreation:</u> Limit resources allocated to sport and recreation based on the Municipality's financial ability Divide the responsibility i.r.o. maintenance between the Municipality and sport clubs	Determine existing resources allocated to sport and recreation; Determine the maximum that the Municipality can allocate based on its financial ability	Management team and Council	Amount allocated for sport and recreation in terms of depreciated value of assets must be made available for upgrading and refurbishment	30% by 2016
4.3.7 <u>Municipal Buildings and facilities:</u> To be maintained to minimum level to prevent deterioration.	Secure a realistic amount on the annual budget for this purpose.	Management team and Council	Amount allocated for buildings and facilities in terms of depreciated value of assets must be made available for upgrading and refurbishment	30% by 2016 OR Acceptance of deteriorated municipal buildings and facilities and inevitable loss of asset



## STRATEGIC OUTCOME 5: SUSTAINABLE DEVELOPMENT OF THE MUNICIPAL AREA (WITH SPECIAL EMPHASIS ON PREVIOUSLY NEGLECTED AREAS)

### Major Risks

Risks	Risk rating with -			Root causes	
	no controls	existing controls	future controls	Internal	External
5.1 If there is an imbalance between the three pillars of sustainable development i.e. environment, economy and people	20	12	9	<ul style="list-style-type: none"> <li>Poor decision-making</li> <li>Insufficient relevant new knowledge in Municipality</li> <li>Insensitivity towards sustainable development</li> <li>Lack of pro-active infrastructure planning</li> <li>Imbalanced infrastructure development</li> <li>Ineffective / unfocussed marketing of Swartland</li> <li>Departmental silo thinking</li> <li>Unmanaged in-migration</li> <li>Lack of buy-in, non-implementation of and deviation from sector plans</li> <li>Lack of income-generating projects</li> <li>Lack of awareness of "green" development</li> <li>Illegal development</li> <li>Lack of political / administrative alignment and focus</li> <li>Lack of shared information in respect of economic drivers and strengths of towns</li> <li>Lack of information in respect of potential of development</li> <li>Lack of baseline information</li> </ul>	<ul style="list-style-type: none"> <li>Lack of co-operation between spheres of government</li> <li>Rigid application of development requirements by provincial government</li> <li>Urban bias in national and provincial government when deciding on national investment</li> <li>Low skills levels / skills development not relevant and not up to standard</li> <li>Unrealistic expectations</li> <li>Inequality - people/ towns/ rural area/ metropole</li> <li>Unbalanced or insufficient economic growth</li> <li>Poor global economy</li> <li>Outflow of capital from Swartland due to close proximity of Metropole</li> <li>High human needs in towns other than Malmesbury as a result of limited economic and social means and opportunities</li> </ul>





**Progress since 2012**

- The Social Development Policy and Strategy was approved in May 2013.
- Action plans in terms of the Social Development Policy and Strategy are being finalised in 2014.
- Action Plans in terms of the Spatial Development Framework were prioritised and grouped into implementable projects. They were submitted at the budget week in Dec 2013. A prioritisation meeting was held in Feb 2014.
- The Dept of Environmental Affairs and Development Planning appointed a service provider to compile a Climate Change Strategy as part of the Provincial Built Environment Support Program (BESP). Project will be completed by Sep 2014.
- Project for energy efficiency and demand side management approved in March 2013. R5 million awarded for 2013/2014.
- Participatory Appraisal of Competitive Advantage (PACA) process was done from 20-24 Jan 2014. First draft LED Strategy was received from the service provider in Feb 2014. Some additions to the report were requested by Swartland Municipality.

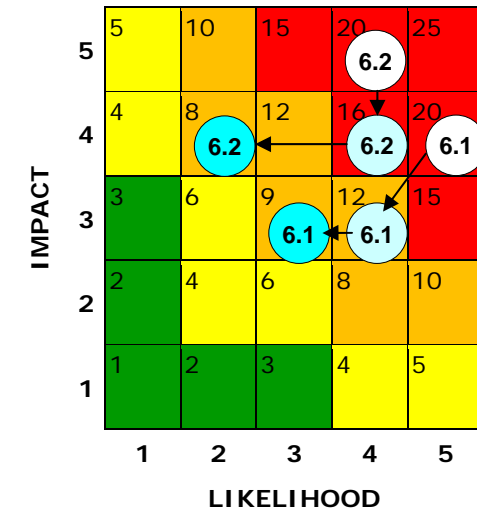
**Outputs**

Actions	Processes	Responsible	Key Performance Indicators	Targets
Output 5.1: Social development that improves people's quality of life				
5.1.1 Implementation of the Social Development Policy and Strategy	Internal Social Development : Committee must identify projects, prioritise, set objectives and submit to relevant department for budget consideration	All depts according to assigned responsibilities	Report submitted	Annually by October for budget purposes
Output 5.2: Sound management of the urban and rural environment				
5.2.2 Protect environmental quality	Formulate strategy / initiatives with respect to climate change and scarce natural resources	Strategic Manager Manager Planning	Strategy / initiatives completed	By June 2015
5.2.4 Implementation of the integrated human settlement plan	Finalise integrated human settlement plan and submit to council for final approval	Manager Housing	Document approved (subject to finalisation of BESP)	Nov 2014
			Housing pipeline revised	Annually by April
Output 5.3: Economic growth that benefits all				
5.3.1 Formulate LED strategy and action plan	Complete LED strategy and action plan and align to the District wide competitiveness project. <ul style="list-style-type: none"><li>▪ Give special attention to aspects that will promote the economy and expand wisely</li><li>▪ Determine where new business should establish, how SM can support them and how to ensure they stay in Swartland</li></ul>	Strategic Manager Manager Social Dev Management Team	Draft document approved	Aug 2014



**STRATEGIC OUTCOME 6: AN AGILE, INTEGRATED, STABLE AND CORRUPTION FREE ORGANISATION***Major Risks*

Risks	Risk rating with -			Root causes	
	no controls	existing controls	future controls	Internal	External
6.1 If there is a lack of good governance	20	12	9	<ul style="list-style-type: none"> <li>Inadequate controls</li> <li>Non-identification of risks affecting the Municipality (risk management not fully implemented)</li> <li>Inefficient organisational structure</li> <li>Poor decision-making (not risk related)</li> <li>Lack of political / administrative alignment and focus</li> </ul>	
6.2 If management - and IT systems are inadequate	20	16	8	<ul style="list-style-type: none"> <li>Outdated technology</li> <li>Lack of training for IT staff on new technology</li> <li>Poor/lack of integration and development of systems</li> <li>Inadequate planning</li> <li>Insufficient funds</li> </ul>	

*Progress since 2012*

- A fraud and corruption and whistle blowing awareness session with staff members was held in August 2012.
- All reported fraud and corruption were investigated and appropriate action taken to prevent recurrence.
- A Risk Based Audit Plan (RBAP) was approved by the Audit Committee in Aug 2013.
- A Risk Management Strategy and Implementation Plan was accepted by the Risk and Audit Committee in Feb 2014.
- An ethics training session was held in Oct 2013.
- A clean audit report was received in Dec 2013.



**Outputs**

Actions	Processes	Responsible	Key Performance Indicators	Targets
<b>Output 6.1: Improved organisational focus and performance</b>				
6.1.1 Monitor the implementation of the Municipality's strategic plan (IDP)	Ensure up to date strategic plan (IDP) as per legislative requirements	Strategic Manager	Annual review of Strategic plan (IDP) completed	Annually by May
<b>Output 6.2: Improved organisational control environment</b>				
6.2.1 Full implementation of risk management	Identify risks affecting the organisation	Shared Services and Management team	Updated strategic risk assessment	Annually by June
	Compile RBAP according to updated risk assessments	Internal Audit	RBAP updated	Annually by July
<b>Output 6.3: Sound work ethics</b>				
6.3.1 Maintain a zero tolerance to fraud and corruption	Promote awareness of fraud and corruption and whistle blowing procedures and contact numbers under staff and the public	Internal Audit	Awareness campaign by external service provider for all departments up to supervisor level	Annually by Aug
<b>Output 6.4: An effective, efficient and well-disciplined institution with sustainable capacity</b>				
6.4.2 Improve community confidence and trust in the municipality	Maintain an effective independent Audit Committee function as per legislation	Mayor, MM and Internal Audit	Annual evaluation of Audit Committee by Mayor and MM	Annually
	Manage the Municipality in an economically, effective and efficient way	Management team	A clean audit obtained	Annually

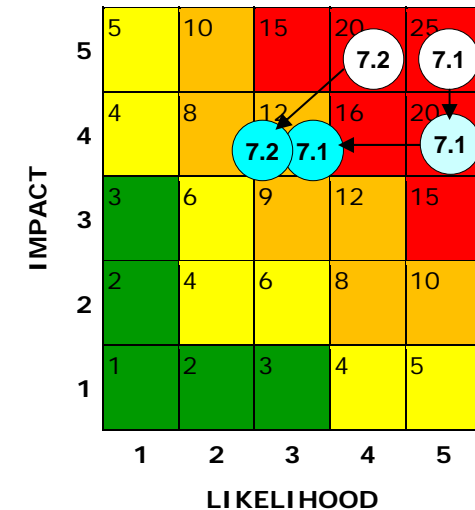
**NOTE:** Output 6.5 (Relevant and efficient IT service and infrastructure) was removed.



## STRATEGIC OUTCOME 7: INCREASED COMMUNITY SAFETY THROUGH TRAFFIC / BY-LAW ENFORCEMENT AND DISASTER MANAGEMENT

### Major Risks

Risks	Risk rating with -			Root causes	
	no controls	existing controls	future controls	Internal	External
7.1 If there is a decrease in law compliance	25	20	12	<ul style="list-style-type: none"> <li>Municipal Police Service becoming unaffordable</li> <li>Insufficient enforcement of municipal by-laws and traffic legislation</li> <li>Insufficient resources to serve the demand for licensing and registration</li> <li>Uninformed public</li> <li>Vulnerability for corruption by traffic officials</li> </ul>	<ul style="list-style-type: none"> <li>Court sentences not sufficient deterrent</li> <li>Easy withdrawal of traffic and by-law offences by public prosecutors</li> <li>SAPS having a limited role to play</li> <li>Increased mentality of lawlessness within public domain</li> </ul>
7.2 If we are insufficiently prepared for disasters	20	20	12	<ul style="list-style-type: none"> <li>Insufficient resources</li> <li>Lack of comprehensive disaster management plan</li> <li>Lack of disaster management structure</li> <li>Non-compliance with firefighting by-law</li> </ul>	<ul style="list-style-type: none"> <li>Provincial mandate shared with the District Municipality</li> <li>Extreme weather patterns (climate change)</li> </ul>



### Progress since 2012

- A new specialised law enforcement unit that replaces the Municipal Police Service is in place from 1 July 2013.
- A first draft of the new Disaster Management Plan has been completed early in 2014.

### Outputs

Actions	Processes	Responsible	Key Performance Indicators	Targets
<b>Output 7.1: Increase in law compliance</b>				
7.1.1 Establish a more efficient and focused structure in terms of registration, licensing and roadworthiness of vehicles	Effectively address the underfunded mandates regarding registration, licensing and roadworthiness of vehicles	Chief Traffic and Law Enforcement	Enter into a SLA with PGWC	June 2015



Actions	Processes	Responsible	Key Performance Indicators	Targets
7.1.2 Effective enforcement of municipal by-laws and traffic legislation	Review current by-laws and fines applicable to traffic and law enforcement service	Director Protection Services and Director Corp Services	By-laws reviewed	Before end of June 2015 and annually thereafter
7.1.3 Implement awareness campaigns with regards to law enforcement services	Major law enforcement awareness campaigns	Chief Traffic & Law Enforcement	At least one per annum	Annually
<b>Output 7.2: Strengthening of firefighting service</b>				
7.2.1 Updated firefighting by-law	Annual review of by-law	Chief Fire Services	By-law reviewed	Annually by June
<b>Output 7.3: Effective disaster management</b>				
7.3.1 Disaster management plan	Annually review of Disaster Management Plan	Director Protection Services	Review completed	Annually by June

## 7.4 FINANCIAL IMPLICATIONS OF THE STRATEGY

### Cost items from the IDP strategy

Cost item	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
<b>Strategic outcome 1:</b>					
None					
<b>Strategic outcome 2:</b>					
Review the client services charter		R100 000			
Do a client satisfaction survey					R100 000
<b>Strategic outcome 3:</b>					
Preparation for an Organisation and Work study / productivity survey		R50 000			
Undertake Organisation and Work study / productivity survey			Cost will be determined by the preparation study		
<b>Strategic outcome 4:</b>					
Secure a realistic amount on the annual budget for the renewal, upgrading and refurbishment of existing obsolete networks and equipment with respect to -					
• Electricity					
• % of depreciation value	100%	100%	100%	100%	100%
• Actual amount	R10 mil	R10 mil	R10 mil	R11 mil	R11 mil



Cost item	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
• Water					
• % of depreciation value	20%	30%	45%	60%	80%
• Actual amount	R2.3 mil	R3.7 mil	R5.9 mil	R8.3 mil	R11.8 mil
• Sewerage					
• % of depreciation value	20%	30%	45%	60%	80%
• Actual amount	R2.72 mil	R4.3 mil	R6.9 mil	R9.8 mil	R14 mil
Secure an increased amount on the operating budget for routine maintenance of roads and storm water					
• % of depreciation value	10%	20%	40%	60%	80%
• Actual amount	R2.77 mil	R5.9 mil	R12.6 mil	R20 mil	R28.5 mil
Maintain current condition of gravel roads	-	R500 000	R550 000	R600 000	R650 000
Secure a realistic amount on the annual budget for municipal buildings and facilities					
• % of depreciation value	20%	30%	45%	60%	80%
• Actual amount	R2.6 mil	R4.1 mil	R6.5 mil	R9.3 mil	R13.2 mil
<b>Note:</b> All actual amounts escalated by 6.5% per annum (rounded off)					
<b>Strategic outcome 5:</b>					
Implementation of Spatial Development Framework action plans		R150 000	R150 000	R150 000	R150 000
Review Spatial Development Framework					R500 000
Climate change awareness / strategy / initiatives for Swartland		R150 000			
Formulate LED strategy and action plan	R400 000				
<b>Strategic outcome 6:</b>					
None					
<b>Strategic outcome 7:</b>					
None					

## 7.5 IMPLEMENTATION OF THE STRATEGY

The implementation of the strategy will be monitored continuously over the next five years. First of all the above table of outcomes, outputs, actions, processes, key performance indicators and targets will become a permanent item on the agenda of monthly management meetings so that management can discuss and monitor the success of actions and processes and the reaching of targets and make timely adjustments if necessary. Secondly the key performance indicators and targets in the above table will be integrated with the Municipality's performance management system where it impacts on the targets of directors and division heads.

The Municipality's performance measurement is done on an electronic database system and all KPIs and targets will be linked to the strategic outcomes in the table above. Performance measurement is currently done on management level which involves the Municipal Manager and Directors, and on operational level which involves all division heads. No bonuses are involved.

Although not a statutory requirement and not linked to the strategic objectives in the IDP, the performance of councillors is being measured from January 2010. All councillors participate in this performance management exercise on a voluntary basis with no bonuses involved. It is totally non political and only measures performance as a councillor, not as a political party member.



## 7.6 GENERAL INDICATORS IN TERMS OF THE MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001 [added on 30 May 2014]

In terms of section 43 of the Municipal Systems Act 32 of 2000 the Minister may by regulation prescribe general key performance indicators (KPI's) that are appropriate and that can be applied to local government generally. The KPI's set by a municipality must include any such general KPI's. Regulation 10 of the Municipal Planning and Performance Management Regulations, 2001 prescribes the following general KPI's that will be included with the top level KPI's of the Municipality in the Service Delivery and Budget Implementation Plan (SDBIP) and also reported on in the Bi-annual Report and the Annual Report:

- (a) The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- (b) the percentage of households earning less than R1100 per month with access to free basic services;
- (c) the percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- (d) the number of jobs created through municipality's local economic development initiatives including capital projects;
- (e) the number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- (f) the percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- (g) financial viability as expressed by the following ratios:

$$A = \frac{B - C}{D}$$

(i)

**A** = debt coverage

**B** = total operating revenue received

**C** = operating grants

**D** = debt service payments (i.e. interest + redemption) due within the financial year;

$$A = \frac{B}{C}$$

(ii)

**A** = outstanding service debtors to revenue

**B** = total outstanding service debtors

**C** = annual revenue actually received for services;

$$A = \frac{B + C}{D}$$

(iii)

**A** = cost coverage

**B** = all available cash at a particular time

**C** = investments

**D** = monthly fixed operating expenditure



## CHAPTER 8: EXPENDITURE FRAMEWORKS: ALL SPHERES OF GOVERNMENT

*[30 May 2014: The title of the Chapter was changed and the chapter was reorganised to include DORA allocations and the West Coast District Municipality's budget in respect of Swartland. Swartland Municipality's five year budget and the human settlements pipeline were moved from Chapter 6 to this chapter. The section on provincial spending was also revised to reflect the latest planning and financial information provided by the Provincial Government of the Western Cape.]*

### 8.1 PROVINCIAL SPENDING IN THE SWARTLAND MUNICIPAL AREA

The information in the tables below was provided by provincial sector departments at an IDP Indaba held on 10 February 2014. It indicates provincial projects to be undertaken in the Swartland area during the 2014/15, 2015/16 and 2016/17 financial years.

#### (a) Agriculture

Project	Location	2014/15	2015/16	2016/17	Outer years
Food gardens (community, households and schools), Farmers Day, Extension- and advisory services (demonstrations) etc; Assistance with production inputs and infrastructure	<b>Ganzekraal</b> Doring Bay Porterville Hopfield <b>Riebeek Kasteel</b> Velddrift Lutzville	R12 million			

#### (b) Community Safety

##### **Partnership on Community Safety**

Formation of partnership was considered and supported by SAPS. Department of Community Safety (DoCS) also facilitate the West Coast District Community Safety Forum at which the Swartland municipality were invited to attend. The forum meets bi-monthly at the WC District Municipal offices. This is a platform to forge partnerships and joint programmes. SAPS and other criminal justice cluster department and partners serve on the forum.

#### (c) Cultural Affairs and Sport

Project	Location	2014/15	2015/16	2016/17	Outer years
Library Services – Conditional Grant	Swartland	R1 660 000			
Library Services – Municipal Replacement fund	Swartland	R4 157 000			
Upgrade of sports ground (new facility)	Moorreesburg	R200 000			
Tennis courts	Malmesbury	R150 000			



**(d) Economic Development and Tourism**

Project	Location	2014/15	2015/16	2016/17	Outer years
Regional Entrepreneurship Week	WCDM, Swartland, Saldanha, Bergriver, Cederberg, Matzikama	R250 000			
Koringberg Hiking Route	Koringberg	R20 000			
Implementation of National Framework VIC's	West Coast	R420 000	R1 260 000	R420 000	
Development Grant for small projects	West Coast	R160 000	R40 000		
Training of Nature Guides	West Coast	R120 000	R30 000		

**(e) Education**

Project	Location	2014/15	2015/16	2016/17	Outer years
Vooruitsig PS - Inappropriate structures - Primary School	Darling	R54 566 000			
Chatsworth PS - Inappropriate structures - Primary School	Chatsworth			R22.5 million	
New School Secondary - Moorreesburg HS	Moorreesburg			R50 million	

**(f) Environmental Affairs and Development Planning**

Project	Location	2014/15	2015/16	2016/17	Outer years
Improved spatial planning and land use management	Swartland	R287 100			
Biodiversity Capacity building	Swartland	R800 000			

Swartland has been selected to participate in (and benefit from) the RSEP/VPUU programme. This will be rolled out in collaboration with the VP UU non-profit company with funding from Province. The exact projects that will benefit will be prioritised and finalised during 2014.

However, it is important that the IDP and financial plan make provision for this project. The municipality should therefore reserve space (have a place-holder line item in the budget) for these projects. More detail regarding the projects should be available at the time of finalisation of the IDP in May.

**(g) Health**

Project	Location	2014/15	2015/16	2016/17	Outer years
Malmesbury Ambulance Station – preventative maintenance	Malmesbury	R55 000	40 000	40 000	
Malmesbury FPL – preventative maintenance	Malmesbury	R185 000	R185 000	R185 000	
Swartland Hospital – preventative maintenance	Malmesbury	R120 000	R100 000	R100 000	
Wesbank CDC – preventative maintenance	Wesbank	R88 000	R90 000	R90 000	

**(h) Human Settlements**

In terms of a notice in the Provincial Gazette Extraordinary of 5 March 2014 the following funds have been allocated to Swartland Municipality:

2014/15	2015/16	2016/17
R28 539 000	R25 711 000	R19 840 000

The housing projects are dealt with in the human settlements pipeline (see paragraph 8.5 below).



**(i) Local Government**

The MIG projects are included in the multi-year budget. The allocations for the next three financial years in terms of the DORA are shown in paragraph 8.2 below.

**(j) Social Development**

Project	Total budget for 2014/15	WCD portion	Swartland portion
Rendering Social Welfare Services through the following programs:			
▪ ECD	R103 million	R5.1 million	±R800 000
▪ Child Care & Protection	R123 million	R9.0 million	0
▪ Sustainable livelihoods	R15 million	R1.6 million	±R100 000
▪ Youth	R7 million	R420 000	±R90 000
▪ VEP	R17 million	R714 000	±R200 000
▪ Social crime prevention	R7 million	R2.1 million	0
▪ Disability	R86 million	R2.4 million	±R140 000
▪ Older persons	R152 million	R18.1 million	±R7 million
▪ Substance abuse	R47 million	R2.3 million	0

**(k) Transport and Public Works**

Roads planned interventions:

Project	Location	2014/15	2015/16	2016/17	Outer years
Reseal and rehabilitation of the MR224 (between Malmesbury and Darling)	Swartland	R300 000			
Reseal of the MR215 (between Mamre and Darling)	Swartland		R28 000 000	R50 000 000	
Reseal of the MR215 (between Darling and Yzerfontein)	Swartland		R20 000 000	R15 000 000	
Rehabilitation of the MR230 and MR231 (Moorreesburg area)	Swartland		R22 000 000	R75 000 000	
Projects done by WC District Municipality on behalf of Transport & Public Works:					
▪ Vegetation Management and fencing	Swartland		R2 000 000		
▪ Routine Maintenance	Swartland	R4 949 000			
▪ Regravelling	Swartland	R6 228 000	R4 456 000	R8 550 000	
Envisaged Malmesbury by-pass (total estimated value of R148 million)	Swartland			R13 862 000	R137 995 000
Review of Integrated Transport Plan	West Coast District	R1 million over two years			

Items not on the budget yet but in process are –

- The Chatsworth bus route for which R12 million is required. This proposal has been directed to the Secretariat of the Corridor Working Group and will need to be deliberated on further through this structure before any decisions are made with regards allocation of funds. The municipality must prepare to engage on this project with a full motivation. The contact person is D Jacobs (DTPW: Transport Operations, Tel 021 483 5098)
- Upgrading of Bokomo Road for which R10.7 million is required. In order to access the 80/20 subsidy on Municipal Proclaimed roads a full technical motivation has to be submitted to Directorate Design, Chief Engineer Wally Sibernagl, Tel 021 483 2170.



**8.2 SWARTLAND ALLOCATIONS IN TERMS OF THE 2014 DIVISION OF REVENUE BILL (DORA)**

GRANT	2014/15	2015/16	2016/17
<b>NATIONAL</b>			
Equitable share	43 093 000	55 490 000	64 375 000
Local Government Financial Management Grant	1 450 000	1 500 000	1 700 000
Municipal Systems Improvement Grant	934 000	967 000	1 018 000
Expanded Public Works Programme (EPWP)	1 213 000		
Energy Efficiency and Demand Side Management Grant	4 000 000	6 000 000	5 000 000
Municipal Infrastructure Grant	19 918 000	20 872 000	21 638 000
Integrated National Electrification Programme (Municipal) Grant			2 000 000
Integrated National Electrification Programme (Eskom) Grant	7 113 000	8 567 000	8 745 000
<b>TOTAL</b>	<b>77 721 000</b>	<b>93 396 000</b>	<b>104 476 000</b>
<b>PROVINCIAL</b>			
Human settlements development grant	28 539 000	25 711 000	19 840 000
Financial assistance for maintenance and construction of transport infrastructure	1 060 000		
▪ Maintenance: R153 750 (80% = R123 000)			
▪ Reseal (MR174 and MR224): R471 000 (80% = R377 000)			
▪ Construction (MR174 and MR224): R700 000 (80% = R560 000)			
Library service: Replacement funding for most vulnerable B3 municipalities	4 157 000	4 406 000	4 671 000
Library service: Conditional grant	1 660 000	1 442 000	1 528 000
Development of sport and recreation facilities	150 000		
<b>TOTAL</b>	<b>35 566 000</b>	<b>31 559 000</b>	<b>26 039 000</b>

**8.3 WEST COAST DISTRICT MUNICIPALITY'S 3 YEAR CAPITAL BUDGET IN RESPECT OF THE SWARTLAND MUNICIPAL AREA**

Project	2014/15 (R)	2015/16 (R)	2016/17 (R)	2017/18 (R)	2018/19 (R)
Swartland Pipeline Phase 3		26 000 000	3 000 000		
PVR Systems	1 100 000	150 000			
F Pipeline	1 200 000	1 200 000			
Voëlvlei WTW Phase 1, 2 and 3	500 000	10 000 000	32 000 000	32 000 000	17 000 000
Voëlvlei WTW Phase 4				1 000 000	7 700 000
Rural Scheme: Weltevrede		1 250 000			
Riebeek Kasteel Pipeline Phase 1, 2 and 3				1 000 000	11 500 000
Zwavelberg - Glen Lily Pipeline					4 500 000
N7 Pipeline				2 500 000	12 000 000
Darling Pipeline Phase 1 and 2				4 500 000	28 000 000
Rural Scheme: Langewens				500 000	2 000 000
Darling Reservoir Supply	1 850 000	200 000			
Byeneskop Reservoir Storage				3 500 000	300 000
<b>TOTAL</b>	<b>4 650 000</b>	<b>38 800 000</b>	<b>35 000 000</b>	<b>45 000 000</b>	<b>83 000 000</b>



**8.4 SWARTLAND MUNICIPALITY'S FIVE YEAR CAPITAL BUDGET PER DEPARTMENT**

Department and Division / Service	2014/15 (R)	2015/16 (R)	2016/17 (R)	2017/18 (R)	2018/19 (R)
<b>Office of the Municipal Manager</b>	<b>34 284</b>	<b>35 999</b>	<b>37 798</b>	<b>39 689</b>	<b>0</b>
Equipment MM	20 010	21 011	22 061	23 165	0
Equipment Council	14 274	14 988	15 737	16 524	0
<b>Civil Engineering Services</b>	<b>60 242 143</b>	<b>41 534 663</b>	<b>41 446 154</b>	<b>47 776 427</b>	<b>17 879 561</b>
Buildings and maintenance	0	0	0	0	827 500
Cemeteries	344 000	0	0	0	126 000
Parks and amenities	688 000	1 120 200	189 600	636 580	1 340 784
Roads	9 808 000	19 278 381	19 533 470	20 716 766	897 000
Sewerage	42 592 808	5 643 000	5 632 413	10 212 961	5 459 538
Sports Fields	600 000	3 130 800	3 245 700	3 245 700	1 140 000
Storm Water	500 000	750 000	900 000	3 040 000	1 225 000
Water	3 339 292	9 142 400	8 007 880	5 512 974	4 124 613
Cleaning Services	1 455 584	1 549 700	3 010 900	3 478 945	2 600 000
Equipment	114 459	120 182	126 191	132 501	139 126
Ward committees	800 000	800 000	800 000	800 000	0
<b>Corporate Services</b>	<b>1 816 650</b>	<b>63 563</b>	<b>658 941</b>	<b>510 388</b>	<b>0</b>
General and Equipment	26 250	27 563	628 941	480 388	0
Administration: Properties and Contracts	1 292 000	36 000	30 000	30 000	0
Library services	498 400	0	0	0	0
<b>Development Services</b>	<b>4 163 977</b>	<b>7 574 826</b>	<b>472 948</b>	<b>181 595</b>	<b>0</b>
Community Development	3 100 000	3 000 000	300 000	0	0
Housing	895 952	4 404 400	0	0	0
Equipment	168 025	170 426	172 948	181 595	0
<b>Electrical Engineering Services</b>	<b>12 231 500</b>	<b>14 811 500</b>	<b>16 991 500</b>	<b>12 731 500</b>	<b>9 381 500</b>
Equipment	350 000	350 000	350 000	350 000	400 000
Operations, Maintenance and Construction	9 830 000	13 000 000	14 800 000	11 150 000	8 450 000
Information Management	2 051 500	1 461 500	1 841 500	1 231 500	531 500
<b>Financial Services</b>	<b>1 030 416</b>	<b>2 531 937</b>	<b>2 803 533</b>	<b>2 695 210</b>	<b>2 820 000</b>
Financial Services General	30 416	31 937	303 533	195 210	320 000
Water demand management systems	1 000 000	2 500 000	2 500 000	2 500 000	2 500 000
<b>Protection Services</b>	<b>1 555 000</b>	<b>1 658 000</b>	<b>928 000</b>	<b>1 190 400</b>	<b>240 000</b>
Traffic and law enforcement	680 000	1 610 000	180 000	440 000	240 000
Fire and emergency services	48 000	48 000	748 000	750 400	0
Harbour: Yzerfontein	827 000				
<b>GRAND TOTAL</b>	<b>81 073 971</b>	<b>68 210 487</b>	<b>63 338 874</b>	<b>65 125 209</b>	<b>30 321 061</b>



## 8.5 SWARTLAND MUNICIPALITY'S FIVE YEAR CAPITAL BUDGET PER AREA

AREA	2014/2015		2015/2016		2016/2017		2017/2018		2018/2019	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
<b>NORTH</b>										
Moorreesburg	R270 000	0.3%	R316 500	0.4%					R1 600 000	5.3%
Koringberg			R3 074 000	4.5%	R2 245 263	3.5%	R2 863 454	4.4%	R235 956	0.8%
<b>EAST</b>										
Riebeek Valley	R41 053 508	50.6%	R3 660 000	5.4%	R3 200 000	5.1%			R1 000 000	3.3%
<b>WEST</b>										
Darling	R444 000	0.6%	R250 000	0.4%	R800 000	1.3%	R7 000 000	10.7%	R2 500 000	8.2%
Yzerfontein	R827 000	1.0%	R905 000	1.3%	R750 000	1.2%				
<b>SOUTH</b>										
Abbotsdale	R1 145 952	1.4%								
Chatsworth	R140 000	0.2%	R3 180 000	4.6%	R2 500 000	3.9%				
Kalbaskraal			R3 000 000	4.4%						
<b>CENTRAL</b>										
Malmesbury	R4 480 000	5.5%	R4 404 400	6.5%	R100 000	0.2%	R2 200 000	3.4%	R126 000	0.4%
Ilinge Lethu			R3 185 000	4.7%					R1 140 000	3.8%
Wesbank	R3 280 000	4.1%			R1 350 000	2.1%				
<b>MUNICIPAL AREA AS A WHOLE</b>	R29 433 510	36.3%	R46 235 588	67.8%	R52 393 611	82.7%	R53 061 755	81.5%	R23 719 105	78.2%
<b>TOTAL</b>	<b>R81 073 970</b>	<b>100.0%</b>	<b>R68 210 488</b>	<b>100.0%</b>	<b>R63 338 874</b>	<b>100.0%</b>	<b>R65 125 209</b>	<b>100.0%</b>	<b>R30 321 061</b>	<b>100.0%</b>

## 8.6 2014/15 BUDGET PROJECTS OF R1MILLION+

Upgrading of waste water treatment works: Riebeek West and Riebeek Kasteel	R40 953 508
Resealing of roads Swartland	R6 550 000
Renewal of old/aging electrical networks/new networks	R4 000 000
Energy efficiency and demand side management	R4 000 000
ECD facilities Wesbank	R3 100 000
Construction of Hill and Barocca Streets	R2 000 000
Replacement water reticulation network	R1 798 492
Replace sewerage truck	R1 312 500
Purchase of Erf 1534 Malmesbury from Transnet	R1 250 000
Replace refuse truck	R1 000 000
Water demand management devices	R1 000 000



## 8.7 SWARTLAND MUNICIPALITY'S HUMAN SETTLEMENTS PIPELINE

The following human settlements pipeline has been approved by the Mayoral Committee on 21 May 2014:

PIPELINE PROJECTS			2014/2015				2015/2016				2016/2017				2017/2018			
Project Name	Total sites	Total units	Sites	Units	Other	Funding Required	Sites	Units	Other	Funding Required	Sites	Units	Other	Funding Required	Sites	Units	Other	Funding Required
<b>Abbotsdale</b>																		
• Abbotsdale IRDP		182		182		R21 840 000												
• Abbotsdale FLISP		56		56		R2 700 000												
• Social & Economic facilities						R2 000 000												
• Abbotsdale CRU		95						95		R14 250 000								
<b>Chatsworth</b>																		
• Riverlands IRDP	15	15						15		R2 595 000								
• Chatsworth FLISP		12										12		R1 560 000				
• Chatsworth UISP	100		100			R4 000 000												
<b>Darling</b>																		
• Darling FLISP	75	75					75			R3 375 000		75		R10 500 000				R3 225 000
<b>Kalbaskraal</b>																		
• ECD Facility														R6 000 000				
• Kalbaskraal IRDP	94	94													94	94		R18 330 000
<b>Malmesbury</b>																		
• Municipal flats		152				R4 000 000		77		R7 250 000		75		R11 250 000				
• Phola Park		245		50		R6 000 000		100		R13 000 000		95		R13 300 000				
• Wesbank Thusong										R6 000 000								
• Malmesbury FLISP	158	158					158			R6 794 000		158		R22 120 000				
• Malmesbury IRDP	1000	1000													300			R13 500 000
															<i>Balance in 2018/19 &amp; 2019/20</i>			
• Purchasing of land										R6 000 000								
<b>Moorreesburg</b>																		
• Moorreesburg IRDP	500	500																<i>Start in 2018/19</i>
<b>Riebeek Wes</b>																		
• Riebeek Wes IRDP	300	300					300			R12 900 000		100		R14 000 000		200		R30 000 000
<b>TOTAL</b>	<b>2242</b>	<b>2884</b>	<b>100</b>	<b>288</b>		<b>R40 540 000</b>	<b>533</b>	<b>287</b>		<b>R72 164 000</b>		<b>515</b>		<b>R78 730 000</b>	<b>394</b>	<b>294</b>		<b>R65 055 000</b>



## ANNEXURE 1: SWARTLAND PROFILE

*[Whole annexure revised on 30 May 2013]*

The information in this Annexure was taken from the following documents:

- Census 2011 compiled by Statistics South Africa; and
- 2012 Regional Development Profile for the West Coast District compiled by the Western Cape Provincial Treasury.

### 1.1 DEMOGRAPHICS

#### (a) Population groups

	2001	2011	Annual Growth
Black African	7 499	20 805	10.7%
Coloured	52 160	73 753	3.5%
Indian or Asian	297	585	7.0%
White	12 160	17 780	3.9%
Other	0	838	-
<b>TOTAL SWARTLAND</b>	<b>72 116</b>	<b>113 762</b>	<b>4.7%</b>
West Coast District	282 673	391 766	3.3%

Source: Census 2011, Statistics South Africa

The population increased from 65 300 in 1996 to 72 116 in 2001 and to 113 762 in 2011. The average growth rate between 1996 and 2001 was 2% per annum while the growth between 2001 and 2011 escalated to a 57.8% increase of over the ten year period or an average growth of 4.7% per annum. The population of the West Coast District increased by 38.6% over the same period (or 3.3% per annum). Swartland was the second fastest growing municipality in the Western Cape between 2001 and 2011. This demographic growth trend is likely to add pressure to the demand for municipal services.

In terms of population size Swartland is now the sixth largest municipality in the Western Cape out of 24 municipalities (Cape Town metro excluded) and the largest in the West Coast District.

64.8% of the population is Coloured, 18.3% Black African, 15.6% White, 0.5% Indian or Asian and 0.7% Other.

#### (b) Population per ward 2011

	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL
Black African	3 189	763	862	2 496	623	862	2 175	494	6 697	526	470	1 648	<b>20 805</b>
Coloured	4 937	7 098	6 724	7 869	4 989	6 628	9 508	3 894	1 699	4 350	8 715	7 343	<b>73 753</b>
Indian or Asian	50	19	27	123	41	54	30	53	16	51	61	61	<b>585</b>
White	2 356	1 249	1 252	1 417	2 102	681	1 243	2 468	5	3 653	11	1 344	<b>17 780</b>
Other	26	38	22	91	161	77	62	47	115	109	48	42	<b>838</b>
<b>TOTAL</b>	<b>10 558</b>	<b>9 166</b>	<b>8 888</b>	<b>11 995</b>	<b>7 917</b>	<b>8 302</b>	<b>13 018</b>	<b>6 955</b>	<b>8 532</b>	<b>8 690</b>	<b>9 304</b>	<b>10 438</b>	<b>113 762</b>

Source: Census 2011, Statistics South Africa

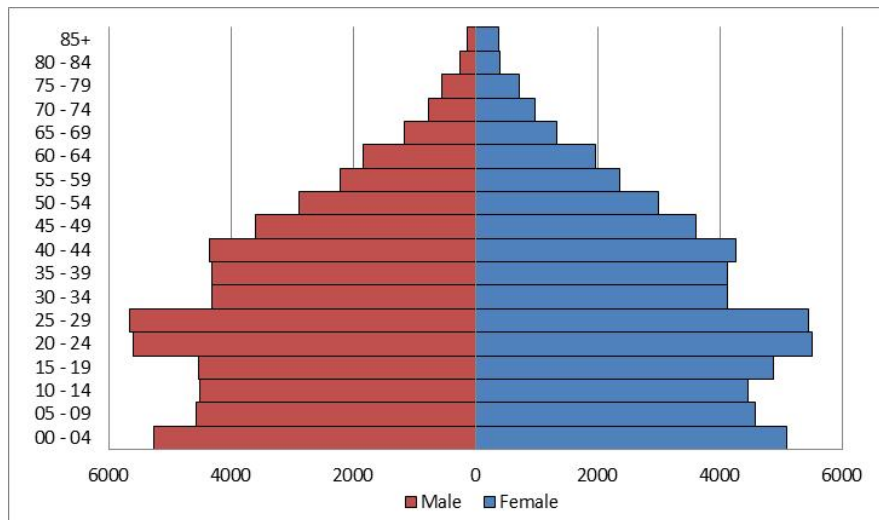


**(c) Population per area 2011 [added on 30 May 2014]**

Area	Black African	Coloured	Indian or Asian	White	Other	TOTAL
Koringberg	39	1 032	1	137	6	1 214
Moorreesburg	865	9 026	32	2 901	52	12 877
Ongegund	38	81	0	136	0	255
Riebeek West	221	3 638	27	456	8	4 350
Riebeek Kasteel	75	350	1	702	15	1 144
Esterhof	513	3 027	36	22	18	3 617
Abbotsdale	157	3 585	7	6	6	3 762
Kalbaskraal	564	1 578	6	230	34	2 411
Chatsworth	215	1 989	53	15	54	2 326
Riverlands	11	1 697	2	7	8	1 726
Yzerfontein	102	64	6	929	40	1 140
Grotto Bay	15	2	0	188	15	220
Darling	894	8 536	41	849	99	10 420
Malmesbury	1 358	2 380	61	6 506	60	10 365
Wesbank, Sunnyside, Newclaire, Garden Village	543	11 039	75	71	132	11 861
Illinge Lethu, Saamstaan	7 028	6 449	56	11	127	13 671
Swartland Non-Urban	8 169	19 278	179	4 615	163	32 404
<b>TOTAL</b>	<b>20 805</b>	<b>73 753</b>	<b>585</b>	<b>17 780</b>	<b>838</b>	<b>113 762</b>

Source: Census 2011, Statistics South Africa

**(d) Age and Gender Distribution 2011**



Source: Census 2011, Statistics South Africa



The population can be classified into three main groups namely the children (0 - 14 years); the working age population (15 - 64 years) and persons aged 65 years and older. In 2011 the Municipality's population composition was as follows: children at 25.0%, working age population at 69.1% and persons aged 65 and older at 5.9% of the total population.

**(e) Major first languages spoken**

	2001	2011
Afrikaans	88.14%	76.18%
IsiXhosa	7.99%	8.16%
English	2.54%	4.30%
Sesotho	0.95%	1.42%
Setswana	0.06%	0.43%
Sign language	-	0.21%

Source: Census 2011, Statistics South Africa

76.2% of the population speak Afrikaans as first language. This is followed by IsiXhosa (8.2%) and English (4.3%). The proportion of the population speaking Afrikaans decreased by almost 12% between 2001 and 2011 while the proportion speaking English increased from 2.5% to 4.3%.

## 1.2 SOCIAL DEVELOPMENT AND WELL-BEING

**(a) Literacy [revised on 30 May 2014]**

A simple definition of literacy is the ability to read and write, which has been translated into the successful completion of a minimum of 7 years of formal education. Since most learners start school at the age of 7 years, the literacy rate is calculated as the proportion of those 14 years and older who have successfully completed a minimum of 7 years of formal education.

The 2011 literacy rate for the West Coast District as a whole is 79.1% compared with an overall provincial rate of 87.2%. Of the municipalities in the West Coast District Saldanha Bay has the highest 2011 literate population at 86.7%, followed by Swartland at 78.0%, Bergrivier at 76.4% and Matzikama at 76.4%. Cederberg has the lowest literacy rate at 73.2%.

**(b) Educational levels**

Educational levels reflect what skills are available to society and the labour market. The level of education provides an indication of the income potential and standard of living of residents in a particular geographic area.



**Educational levels 2011**

Level	2011
No schooling	5 372
Grade 12/Std 10/Form 5	17 415
Higher Diploma	1 761
Post Higher Diploma; Masters; Doctoral Diploma	186
Bachelor's Degree	1 079
Bachelor's Degree and Post Graduate Diploma	356
Honours Degree	414
Higher Degree Masters/Phd	314

Source: Census 2011, Statistics South Africa

**(c) Healthcare facilities [revised on 30 May 2014]**

Access to healthcare facilities is directly dependent on the number and spread of healthcare facilities within a geographic space. South Africa's healthcare system is geared in such a way that people have to move from primary, to secondary and tertiary levels of healthcare. The first point of contact would be at the primary healthcare level. Primary healthcare facilities include Community Health Centres (CHCs), Community Day Centres (CDCs) and Clinics, including satellite and mobile clinics.

**West Coast District health care facilities - 2013**

Municipality	Community day centres	Clinics	Satellite clinics	Mobile clinics	Total primary healthcare facilities - fixed, satellite and mobile clinics, community day centres			District Hospitals		
					2013	2012	2011	2013	2012	2011
Matzikama	0	5	4	9	18	18	18	1	1	1
Cederberg	0	6	0	4	10	10	11	2	2	2
Berggrivier	0	3	5	4	12	12	12	2	2	2
Saldanha Bay	0	8	2	2	12	12	12	1	1	1
Swartland	1	4	4	6	15	15	16	1	1	1
West Coast District	1	26	15	25	67	67	69	7	7	7

Source: Western Cape Department of Health - 2010/11, 2011/12 and 2012/13 Annual Performance Plans



**(d) HIV/AIDS treatment and care [revised on 30 May 2014]****HIV/AIDS prevalence and care per municipality- 2011 – 2013**

Municipality	Number of Anti- Retroviral Treatment (ART) Sites			ART Patient Load*		
	2011	2012	2013	2011	2012	2013
Matzikama	1	1	6	368	462	569
Cederberg	5	5	5	586	686	880
Bergrivier	9	9	9	253	343	466
Saldanha Bay	1	1	1	959	1 127	1 435
<b>Swartland</b>	<b>1</b>	<b>12</b>	<b>15</b>	<b>1 039</b>	<b>929</b>	<b>1 211</b>
West Coast District	17	28	36	3 205	3 547	4 561

\*Patient load at June 2011 and 2012 at end June; at end March 2013

Source: Western Cape Department of Health, 2011, 2012 and 2013

The ART Patient Load has increased by 1 356 from June 2011 to June 2013 while the number of ART sites has also increased substantially from 17 to 36 for the same period (June 2011 – June 2013) across the West Coast District. Saldanha Bay Municipality displays the highest ART patient load (1 435) as well as the largest increase (308) in this category followed by Swartland (282) which is disturbing. Cederberg also displays a notable year-on-year increase from 686 in 2012 to 880.

**(e) Poverty and vulnerability**

The poverty rate is the percentage of people living in households with an income less than the poverty income. The poverty income is defined as the minimum monthly income needed to sustain a household and varies according to household size, the larger the household the larger the income required to keep its members out of poverty.

**Poverty rate per municipality- 2001, 2007 and 2010**

Municipality	2001	2007	2010
Matzikama	35.3%	33.5%	31.7%
Cederberg	41.2%	41.9%	42.7%
Bergrivier	34.2%	34.0%	33.8%
Saldanha Bay	22.3%	22.8%	23.9%
<b>Swartland</b>	<b>32.8%</b>	<b>27.6%</b>	<b>26.8%</b>
<b>District</b>	<b>32.0%</b>	<b>30.5%</b>	<b>30.4%</b>

Source: Global Insight Regional Explorer, 2011

The poverty rate is a cause for concern in general. For the year 2010, Bergrivier (33.8%); Matzikama (31.7%) and Cederberg (42.7%) recorded alarming levels of poverty. Saldanha Bay has consistently recorded low poverty rates relative to its neighbouring municipalities but there was a slight increase from 22.3% in 2001 to 23.9% in 2010. Swartland's poverty rate has declined substantially from 32.8% in 2001 to 26.8% in 2010.



**(f) Gini coefficient**

The Gini coefficient is a summary statistic of income inequality, which varies from 0 (in the case of perfect equality where all households earn equal income) to 1 (in the case where one household earns all the income and other households earn nothing). In practice the coefficient is likely to vary from approximately 0.25 to 0.70. The national figure is 0.7.

**Gini Coefficient per municipality- 2001, 2007 and 2010**

<b>Municipality</b>	<b>2001</b>	<b>2007</b>	<b>2010</b>
Matzikama	0.60	0.61	0.60
Cederberg	0.62	0.64	0.64
Berggrivier	0.56	0.58	0.57
Saldanha Bay	0.57	0.59	0.58
Swartland	0.58	0.60	0.58
<b>District</b>	<b>0.59</b>	<b>0.61</b>	<b>0.60</b>

Source: Global Insight Regional Explorer, 2011

In general income inequality is common across the West Coast District. Again, comparisons can be made to the poverty levels across the region as well the disparity in education levels suggesting strong linkages to a productive labour force divided by regional boundaries with associated economic opportunities/benefits.

**(g) Human Development Index**

The Human Development Index (HDI) is a composite, relative index that attempts to quantify the extent of human development of a community. It is based on measures of life expectancy, literacy and income. It is thus seen as a measure of people's ability to live a long and healthy life, to communicate, to participate in the life of the community and to have sufficient resources to obtain a decent living. The HDI can assume a maximum level of 1, indicating a high level of human development, and a minimum value of 0.

**Human Development Index per municipality - 2001, 2007 and 2010**

<b>Municipality</b>	<b>2001</b>	<b>2007</b>	<b>2010</b>
Matzikama	0.62	0.64	0.64
Cederberg	0.59	0.60	0.60
Berggrivier	0.61	0.63	0.63
Saldanha Bay	0.67	0.69	0.69
Swartland	0.62	0.64	0.64
<b>District</b>	<b>0.63</b>	<b>0.64</b>	<b>0.65</b>

Source: Global Insight Regional Explorer, 2011

The HDI figures for the West Coast District indicate an inverse relationship to the relative Gini Coefficient figures presented previously. Saldanha Bay stands out as the 'most developed' municipality within the region recording HDI values of 0.67, 0.69 and 0.69 for the 2001, 2007 and 2010 years respectively. Swartland and Matzikama recorded the second highest values.



**(h) Indigent households [revised on 30 May 2014]**

Municipalities offer additional support through its indigent policy. The indigent policy provides free or discounted rates on basic services such as water, electricity, sanitation, refuse removal and also on property rates.

**Number of indigent households per municipality**

Municipality	2012	2013
Matzikama	2 423	2 119
Cederberg	1 783	2 176
Bergrivier	1 931	2 208
Saldanha Bay	6 680	6 642
Swartland	4 838	5 103
<b>District total</b>	<b>17 655</b>	<b>18 248</b>

Source: Dept. Local Government, September 2013

**1.3 ACCESS TO HOUSING****(a) Type of main dwelling 2001 and 2011**

Type	Households 2001		Households 2011	
	Number	%	Number	%
House or brick/concrete block structure on a separate stand or yard or on a farm	14 380	77.1	23 880	81.4
Traditional dwelling/hut/structure made of traditional materials	496	2.7	97	0.3
Flat or apartment in a block of flats	663	3.6	661	2.3
Cluster house or town house in complex; semi-detached house; or house/flat/room in backyard	1 073	5.7	1 949	6.6
Informal dwelling (shack; in backyard)	349	1.9	1 791	6.1
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	279	1.5	413	1.4
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	117	0.6	159	0.5
Caravan/tent	38	0.2	60	0.2
Other	6	0.0	312	1.1
Unspecified / Not applicable	1 260	6.8	0	0.0
<b>TOTAL</b>	<b>18 661</b>	<b>100.0</b>	<b>29 324</b>	<b>100.0</b>

Source: Census 2011, Statistics South Africa

The percentage of households living in a house or brick/concrete block structure on a separate stand or yard or on a farm increased from 77.1% in 2001 to 81.4% in 2011. On the down side the percentage of households living in backyard shacks increased from 1.9% in 2001 to 6.1% in 2011. The percentage of households living in other informal dwellings however decreased slightly from 1.5% in 2001 to 1.4% in 2011.



**(b) Tenure status 2001 and 2011**

Status	Households 2001		Households 2011	
	Number	%	Number	%
Rented	3 559	19.1	8 211	28.0
Owned but not yet paid off	2 353	12.6	2 529	8.6
Occupied rent-free	4 050	21.7	5 075	17.3
Owned and fully paid off	7 438	39.9	12 793	43.6
Other	1 260	6.8	716	2.4
<b>TOTAL</b>	<b>18 661</b>	<b>100.0</b>	<b>29 324</b>	<b>100.0</b>

Source: Census 2011, Statistics South Africa

The percentage of households living in owned and fully paid off houses increased from 39.9% in 2001 to 43.6% in 2011 while those living in owned but not yet paid off houses decreased from 12.6% in 2001 to 8.6% in 2011. The percentage of households living in rented accommodation increased from 19.1% in 2001 to 28.0% in 2011.

**1.4 ACCESS TO MUNICIPAL SERVICES****(a) Water****Source of water 2001 and 2011**

Source	Households 2001		Households 2011	
	Number	%	Number	%
Regional/local water scheme (operated by municipality or other water services provider)	18 394	98.6	22 633	77.2
Borehole	93	0.5	4 736	16.2
Spring	9	0.1	214	0.7
Rain water tank	21	0.1	209	0.7
Dam/pool/stagnant water	27	0.1	585	2.0
River/stream	9	0.1	489	1.7
Water vendor	9	0.1	54	0.2
Water tanker		0.0	274	0.9
Other	102	0.6	130	0.4
Not applicable			0	0.0
<b>TOTAL</b>	<b>18 664</b>	<b>100.0</b>	<b>29 324</b>	<b>100.0</b>

Source: Census 2011, Statistics South Africa



**Access to water 2001 and 2011**

Access	Households 2001		Households 2011	
	Number	%	Number	%
Piped (tap) water inside dwelling	13 404	71.8	23 626	80.6
Piped (tap) water inside yard	3 020	16.2	4 957	16.9
Piped (tap) water from access point outside the yard	1 970	10.6	595	2.0
No access to piped (tap) water			148	0.5
Unspecified / Not applicable	270	1.5	0	0.0
<b>TOTAL</b>	<b>18 664</b>	<b>100.0</b>	<b>29 326</b>	<b>100.0</b>

Source: Census 2011, Statistics South Africa

The percentage of households with piped (tap) water inside the dwelling increased from 71.8% in 2001 to 80.6% in 2011.

**(b) Water Quality**

The Department of Water Affairs initiated the Blue Drop Certification Programme on 11 September 2008 to intensify to focus on the manner tap water quality was being managed and monitored in municipalities.

According to the Blue Drop results for 2011 the drinking water quality management in municipalities of the Western Cape varies from excellent to satisfactory, with 17 systems needing urgent attention. Overall the Western Cape was the second best performing province nationally in terms of the Provincial Blue Drop scores, scoring 94.1% in 2010/11. Overall 29 Blue Drop certificates were awarded to Western Cape Province, resulting in the highest number of Blue Drop systems in the country.

**Average Blue Drop Scores per municipality - 2012**

Municipality	Average score
Matzikama	70.09%
Cederberg	80.39%
Bergrivier	92.15%
Saldanha Bay	95.40%
Swartland	95.24%

Source: DWA Blue Drop Report, 2012

Saldanha Bay (95.40%), Swartland (95.24%) and Bergrivier (92.15%) have recorded the highest figures within the District in respect of water quality. This trend/performance is consistent with the development and municipal services indicators present earlier in this profile, placing Saldanha Bay and Swartland as the top performing municipalities in this regard.



**(c) Electricity****Energy source used for lighting per municipality 2001 and 2011**

Source	Households 2001		Households 2011	
	Number	%	Number	%
None	75	0.40%	56	0.19%
Electricity	16 979	90.97%	28 675	97.79%
Gas	36	0.19%	43	0.15%
Paraffin	474	2.54%	80	0.27%
Candles (not a valid option)	1 084	5.81%	438	1.49%
Solar	15	0.08%	32	0.11%
<b>TOTAL</b>	<b>18 664</b>	<b>100.0</b>	<b>29 324</b>	<b>100.0</b>

Source: Census 2011, Statistics South Africa

The percentage of households that use electricity for lighting increased from 91% in 2001 to 97.8% in 2011.

**(d) Sanitation****Access to toilet facilities per municipality 2001 and 2011**

Facility	Households 2001		Households 2011	
	Number	%	Number	%
Flush toilet (connected to sewerage system)	13 657	73.2	22 677	79.3
Flush toilet (with septic tank)	2 179	11.7	3 935	13.8
Chemical toilet	93	0.5	66	0.2
Pit toilet with ventilation (VIP)	423	2.3	230	0.8
Pit toilet without ventilation	375	2.0	453	1.6
Bucket toilet	980	5.3	606	2.1
Other	957	5.1	624	2.2
<b>TOTAL</b>	<b>18 664</b>	<b>100.0</b>	<b>28 591</b>	<b>100.0</b>

Source: Census 2011, Statistics South Africa

The Municipality has a high level of access to sanitation with 93% having sanitation on a level in excess of RDP standards. This is 8% up on the 2001 figure of 85%. Only 6% have poor or no sanitation. This is 6.5% down on the 2001 figure of 12.4%. The 2.1% people who make use of bucket toilets are in the rural areas.

The elimination of the bucket system in rural areas is a legislative problem. Municipalities are not in a position to develop infrastructure on privately owned land. This was reported to SALGA as one of the areas of concern that limit service delivery. Provincial Government should join hands with SALGA to develop a policy to assist all municipalities in this regard.



**(e) Quality of waste water treatment**

All municipalities were assessed during the 2011 Green Drop Certification. The Provincial Green Drop Score achieved was 83.1% placing the Western Cape in the top position nationally. The improvement in submission of performance reports for certification and improvement in the Green Drop scores marks a positive trend and a commitment on the part of municipalities in the Western Cape to raise their service standards and levels.

**Average Green Drop Scores per municipality - 2011**

<b>Municipality</b>	<b>Average score</b>
Matzikama	66.1%
Cederberg	63.1%
Bergrivier	72.1%
Saldanha Bay	39.1%
Swartland	72.7%

Source: DWA Green Drop Report, 2012

Swartland (72.7%) and Bergrivier (72.1%) have recorded acceptable results under the Green Drop assessment while the results for Matzikama (66.1%) and Cederberg (63.1%) were slightly poorer. The poor performance of Saldanha Bay (39.1%) is of particular concern.

**(f) Refuse Removal**

<b>Way of disposal</b>	<b>Households 2001</b>		<b>Households 2011</b>	
	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>
Removed by local authority/private company at least once a week	13 160	70.5	22 329	76.2
Removed by local authority/private company less often	116	0.6	321	1.1
Communal refuse dump	475	2.6	1 219	4.2
Own refuse dump	4 782	25.6	4 866	16.6
No rubbish disposal	131	0.7	309	1.0
Other			280	0.9
<b>TOTAL</b>	<b>18 664</b>	<b>100.0</b>	<b>29 324</b>	<b>100.0</b>

Source: Census 2011, Statistics South Africa

In 2001 70.5% of households had refuse removed weekly while by 2011 this had increased to 76.2%. The percentage households with no refuse disposal increased slightly from 0.7% in 2001 to 1% in 2011.

The Highlands waste disposal facility has a 30 year lifespan.



**(g) Roads****West Coast District roads by type of road**

Category	Km Surfaced	% surfaced	Km Gravel	% Gravel	Total km
National	368	100.0%	0	0.0%	368
Trunk	431	100.0%	0	0.0%	431
Main	832	65.7%	434	34.3%	1 266
Divisional	251	13.3%	1 636	86.7%	1 887
Minor	73	1.2%	5 926	98.9%	5 999
<b>Total</b>	<b>1 955</b>	<b>19.6%</b>	<b>7 996</b>	<b>80.4%</b>	<b>9 951</b>

Source: Western Cape Department of Transport, 2010

The statistics for the West Coast District depict a region deemed to be relatively well sourced in relation to surfaced roads which is a prerequisite for sound bulk economic infrastructure to foster economic connectivity within a region. National and Trunk roads are both fully covered while covered main roads account for 65% per cent of total main roads. While this figure is deemed acceptable, this is an area the District can improve on to further enhance the bulk infrastructure within the region.

**1.5 ECONOMY****(a) Annual household income 2001 and 2011**

Income	2001	2011
No income	4.6%	10.5%
R1 – R4 800	3.0%	1.7%
R4 801 – R9 600	14.1%	2.6%
R9 601 – R19 600	19.3%	13.4%
R19 601 – R38 200	23.4%	21.7%
R38 201 – R76 400	18.2%	20.1%
R76 401 – R153 800	11.0%	13.0%
R153 801 – R307 600	4.4%	9.5%
R307 601 – R614 400	1.2%	5.5%
R614 401 – R1 228 800	0.3%	1.5%
R1 228 801 – R2 457 600	0.4%	0.4%
R2 457 601 or more	0.2%	0.2%

Source: Census 2011, Statistics South Africa

The highest proportion of households in Swartland who earn income are in the income bracket R19 601-R38 200 per annum (21.7%) followed by those in the income bracket R38 201-R76 400 per annum (20.1%).



**(b) Employment status of population between 15 and 64 years**

Status	1996	2001	2011
Employed	25 262	27 356	40 650
Unemployed	2 358	3 121	5 928
Unemployment rate	8.5%	10.2%	12.7%

Source: Census 2011, Statistics South Africa

Economically active people (those in the labour force) are those between the ages of 15 and 65 years who chose to participate in the labour market by being willing to supply their labour in exchange for an income. Being economically active does not depend on being employed; as long as there is a desire, willingness and availability to work, even if that desire does not translate into employment, then you are seen as part of the labour force.

The differences in participation levels as a result of discouragement, people who want to work but have given up hope in finding employment and therefore are not taking active steps to look for work is what is typically causing the difference between South Africa's official versus the broad/expanded unemployment definition.

The 2011 unemployment rate for Swartland is 12.73% according to the 2011 National Census. This is a 2.5% increase from the 2001 rate of 10.22%. The 2011 unemployment rate for the West Coast District is 14.64% and for the Western Cape 29.8%.

**(c) Employment by Sector**

The sector that employed the largest proportion of people in the municipal area in 2007 was Agriculture; hunting; forestry and fishing employing 27.1 per cent of the labour force. This was followed by Manufacturing (16.7%) and Financial, insurance, real estate and business services (11.5%).

**Employment by sector per municipality - 2007 (percentage)**

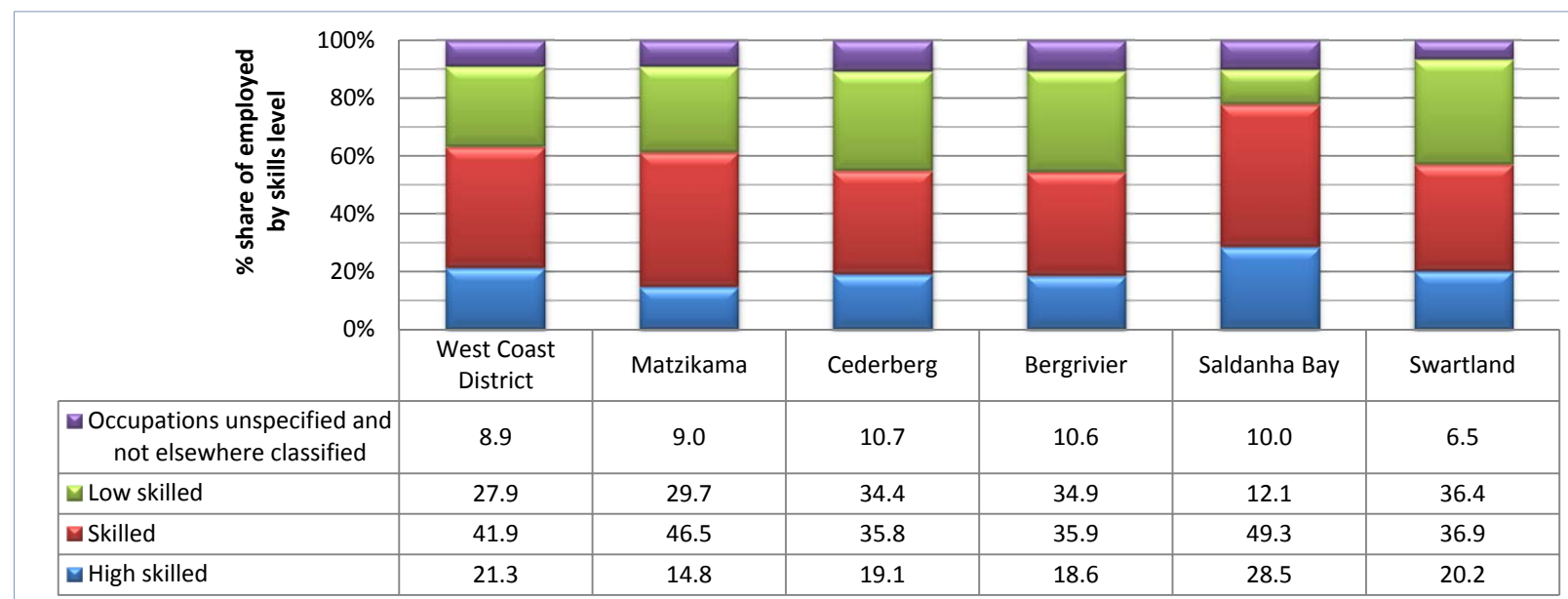
Sector	Matzikama	Cederberg	Bergrivier	Saldanha Bay	Swartland
Agriculture; hunting; forestry and fishing	32.3	39.2	30.3	20.4	27.1
Community; social and personal services	12.4	13.2	9.1	18.1	9.7
Construction	6.8	6.5	7.6	5.6	7.5
Electricity; gas and water supply	0.5	0.0	0.0	0.3	1.0
Financial; insurance; real estate and business services	4.5	3.9	4.2	14.0	11.5
Manufacturing	10.1	7.0	12.0	12.0	16.7
Mining and quarrying	2.1	1.2	0.3	2.6	0.0
Other and not adequately defined	8.9	6.7	9.2	5.2	9.1
Transport; storage and communication	5.2	2.6	1.7	5.0	1.8
Unspecified	6.5	8.5	9.4	5.6	4.3
Wholesale and retail trade	10.7	11.3	16.1	11.2	11.2
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Source: Statistics South Africa, Community Survey 2007



**(d) Skills level of the employed**

The skill level of the employed indicates current availability of jobs skills necessary within the labour market. It serves as an indication to what extent the labour market would be able to accommodate workers at the different skill levels. High skill occupations include legislators; senior officials and managers, professionals, technicians and associate professionals; skilled occupations include clerks, service workers; shop and market sales workers, skilled agricultural and fishery workers, craft and related trades workers and plant and machine operators and assemblers; low skill occupations include elementary occupations (occupations requiring low levels of knowledge and experience to perform simple and routine tasks, and limited personal initiative and judgement).

**Skills level per municipality - 2007**

Source: Statistics South Africa, Community Survey 2007

Again, the trend relating to the level of development and economic activity within a municipality becomes apparent, with the more 'developed' economies displaying a greater liking for highly skilled and skilled workers which mirror the economic activity and the specific industries within the individual municipalities. Saldanha Bay has the highest share of highly skilled workers (28.5%) followed by Swartland (20.2%) while Cederberg, with the highest level of Agricultural activity, consumes the highest level of unskilled labour (29.7%).

**(e) Economic structure and performance [revised on 30 May 2014]**

In terms of MERO, 2013 Swartland and Saldanha Bay municipalities are the leading two municipalities in the West Coast. Between them they contribute more than 60% of the West Coast District's real GDP-R and both sub-regions are growing above average, i.e. 3.7% and 4.6% respectively (compared to the West Coast District's average growth rate of 3.3% in the period 2000-2011). The finance and business services sector account for a third in each of these municipalities' value added and expanded strongly during 2000-2011. The stagnant agricultural sector (contracting 0.1% per annum) and poor manufacturing growth (2.5% per



annum) in the Swartland Municipality suggest the buoyancy in the finance and business services sector may not be sustainable. Swartland and Saldanha Bay municipalities also spent by far the highest proportions of total infrastructure expenditure in the District.

The table below compares Swartland Municipality's real GDP per capita to that of other municipalities in the Province.

#### GDP-R Comparison

Municipality	Real GDP per capita (2011)
City of Cape Town	R47 875
Drakenstein	R35 123
Swartland	R26 177
West Coast District	R26 192
Laingsburg	R17 204

Source: Census 2011, Statistics South Africa

#### GDP-R contribution per sector: Swartland Municipality - 2007

Sector	Amount (R'000)	%
Agriculture, forestry and fishing	349 316	17.2
Community, social and personal services	242 007	11.9
Construction	118 121	5.8
Electricity, gas and water	46 565	2.3
Finance, insurance; real estate and business services	445 959	22.0
Manufacturing	455 988	22.5
Mining and quarrying	5 167	0.3
Transport, storage and communication	78 152	3.9
Wholesale and retail trade	286 010	14.1
<b>Total</b>	<b>2 027 285</b>	<b>100.0</b>

Source: Statistics South Africa, Community Survey 2007

The three biggest contributors to the GDP-R was Manufacturing (22.5%), Finance, insurance, real estate and business services (22%) and Agriculture, forestry and fishing (17.2%).

Swartland municipality's top five growing sectors during 2000 – 2011 were finance and business services (13.4%), construction (5.8%), wholesale and retail trade, catering and accommodation (2.8%), electricity, gas and water (2.6%) and manufacturing (2.5%). This suggests that Swartland Municipality can enhance economic recovery in the district by supporting its well performing sectors and supporting sectors that are growing in the district such as general government and the Transport, storage and communication sectors.

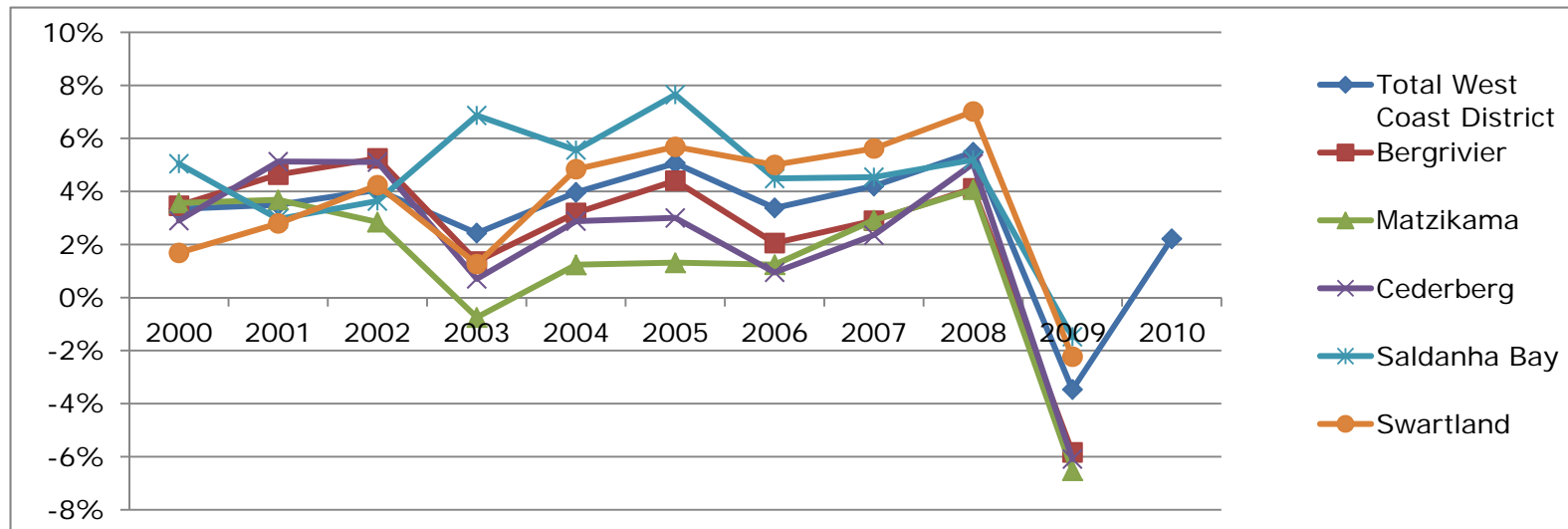
The most labour intensive sectors are finance, insurance and business services (5 060), agriculture forestry and fishing (5 037), Wholesale and retail trade (3 888), manufacturing (3 390). Agriculture seems to be shedding jobs at a high rate followed by manufacturing, which is concerning considering that these sectors are key labour contributors in Swartland.



Swartland Municipality should focus on promoting its struggling or negatively growing economic sectors such as agriculture, community and social services. The manufacturing sector must also be supported.

The figure below displays the annual growth rates of individual municipalities for the period 2000 – 2010. No verified figures were available at the time of publication pertaining to GDP-R figures for municipalities for the year 2010 (District figures only).

#### GDP-R annual growth per municipality - 2000 to 2010 (constant 2005 prices)



Source: Bureau of Economic Research (BER), 2011

The GDP-R trend curve is relatively consistent for all municipalities across the assessed period 2000 – 2010. Again, Saldanha Bay municipality and Swartland have displayed their dominance within the West Coast District economy generally hovering around the 5% annual growth mark for the assessed period. The major recessionary years of 2008 and 2009 are evident across the district resulting in negative annual growth rates dipping to -1% and -2% for Saldanha Bay and Swartland respectively. The decline in GDP-R growth was more severe for the remaining municipalities namely Bergrivier (-6%); Matzikama (-7%); and Cederberg (-6%).

#### (f) Sectoral growth

An assessment of the average annual growth rates below enables the Municipality to ascertain key drivers of economic growth as point estimates for the prolonged period 1999 - 2009.



**Average annual growth rates - 1999 to 2009**

<b>Sector</b>	<b>Matzikama</b>	<b>Cederberg</b>	<b>Bergrivier</b>	<b>Saldanha Bay</b>	<b>Swartland</b>
Agriculture, forestry and fishing	-1.36%	-1.69%	-3.41%	4.60%	-0.33%
Community, social and personal services	3.45%	5.27%	0.51%	6.18%	-1.00%
Construction	10.01%	12.39%	12.07%	3.54%	6.53%
Electricity, gas and water	-10.42%	-24.72%	-3.03%	-1.56%	3.05%
Finance, insurance; real estate and business services	3.11%	5.67%	8.94%	14.47%	14.60%
Manufacturing	0.40%	0.05%	4.08%	-2.99%	1.59%
Mining and quarrying	-14.04%	8.68%	-11.06%	9.26%	-28.35%
Transport, storage and communication	10.09%	6.20%	4.83%	3.14%	0.96%
Wholesale and retail trade	0.39%	4.50%	7.86%	2.77%	2.76%
General government	2.22%	4.25%	-0.94%	5.30%	-2.24%
<b>Total</b>	<b>1.31%</b>	<b>2.15%</b>	<b>2.51%</b>	<b>4.42%</b>	<b>3.56%</b>

Source: Bureau of Economic Research (BER), 2011

For the ten year period under review, Finance, insurance, real estate and business services displayed a robust year on year growth for the District's powerhouse economies namely Saldanha (14.47%) and Swartland (14.6%). Construction recorded the second best figures with Matzikama, Cederberg en Bergrivier above 10%, Swartland at 6.53% and Saldanha Bay at 3.54%. With respect to Swartland, the other sectors that experienced positive growth rates during this period are Electricity, gas and water (3.05%), Wholesale and retail trade (2.76%), Manufacturing (1.59%) and Transport, storage and communication (0.96%).



## ANNEXURE 2: EXTERNAL ANALYSIS

The external analysis was done through the following surveys and studies:

- The 2011 Draft Spatial Development Framework (spatial and environmental analysis). The Spatial Development Framework is discussed in **Chapter 5**.
- The Regional Development Profile Study for the West Coast District that was done by the Western Cape Provincial Treasury in 2011 (social and economic analysis). The Regional Development Profile Study is discussed in **Annexure 1**.
- The Client Service Survey that was done by Ekko Marketing Consultants in 2011 for all the towns and settlements in the municipal area.
- The Area Plans that were compiled by the 12 ward committees between October 2011 and February 2012. The Area Plans deal with services backlogs per area, the 5 most critical priorities per ward, action plans to address the priorities, and the Municipality's 5 year capital budget broken down per area.

### 2.1 2011 CLIENT SERVICE SURVEY

#### *(a) Research objectives, methodology and sample structure*

Since service delivery is of major importance to Swartland Municipality, the need was expressed to do a survey amongst rate payers in order to determine how well it fares in maintaining the standards as set out in the Client Service Charter.

The target audience for the survey was identified as rate payers in each of the different towns within Swartland Municipality's area of responsibility. Towns include Malmesbury (and surrounding settlements), Moorreesburg (including Koringberg), Darling, Riebeek Wes and Riebeek Kasteel as well as Yzerfontein (including Grotto Bay).

Telephonic interviews were conducted with 348 rate payers. The sample was stratified per town, taking into account the population sizes of the different towns. This means that the results are representative of the area that the municipality serves.

A structured questionnaire was used according to which rate payers had to evaluate the different services of the municipality.

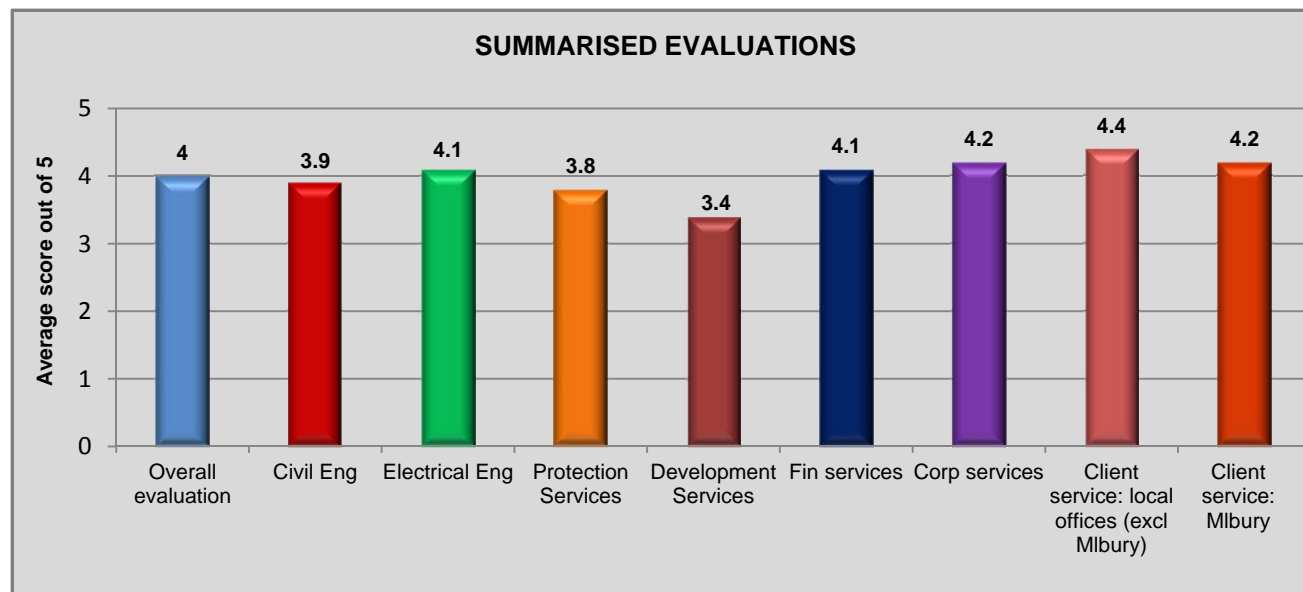
Respondents were asked to evaluate the different service aspects on the following five point scale:

- Excellent = 5
- Good = 4
- Average = 3
- Poor = 2
- Very poor = 1

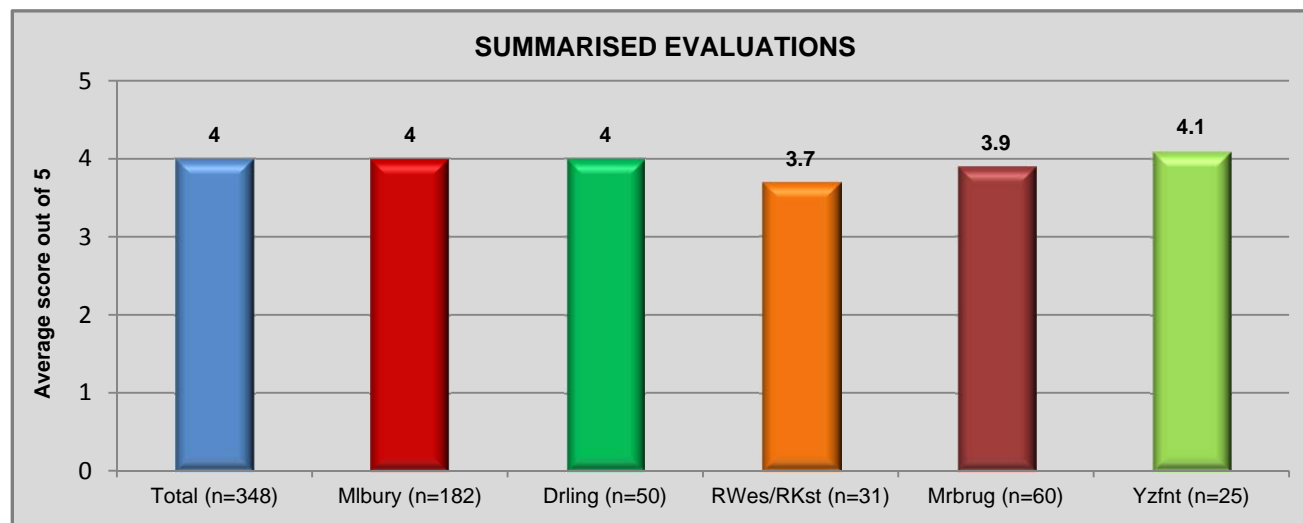
Evaluations were only provided by those who had knowledge of a particular service aspect, or to whom the service is delivered (e.g. many respondents could not provide an evaluation of the service rendered with respect to building plans since they have not had any dealings with it).

Respondents also had the opportunity to motivate their scores in the event of a poor/very poor score. Although the main reasons for low scores are highlighted in the report, detail motivations are provided per town/area in Appendixes.



**(b) Main findings**

Rate payers evaluated Swartland Municipality's overall performance as "good" (a rating of 4). Client service at the local offices other than Malmesbury was rated best (4.4), followed by client service at the Malmesbury offices (4.2), the services delivered by the Directorates of Corporate Services (4.2), Financial Services and Electrical Engineering Services (both 4.1). The Directorate of Development Services was rated lowest with a slightly higher than average performance (3.4).



Taking into account all individual aspects that were rated, the Municipality was rated the best by Yzerfontein (4.1), followed by Malmesbury and Darling (both 4). The Municipality was rated the lowest by Riebeek Wes/Riebeek Kasteel, although not a low score (3.7).



The table below provides a summary of all the individual aspects that were rated. From the table it is clear what can be regarded as strengths and weaknesses of the Municipality (weaknesses are defined in relation to strengths and might not be weaknesses per se).

Specific service delivery aspect	Average out of 5	
Local office: Telephone etiquette	4.5	<b>Strengths</b> - Maintain at all cost: <ul style="list-style-type: none"> <li>• Service to rate payers at municipal offices</li> <li>• Basic service delivery (water supply, electricity supply, sewerage, refuse removal)</li> <li>• Value added "services", e.g. museums, libraries, swimming pool, sports fields/grounds</li> </ul>
Local office: Friendliness and helpfulness of staff	4.5	
Museums	4.4	
Local office: Handling of general enquiries	4.4	
Local office: Knowledge and expertise of staff	4.3	
Libraries	4.3	
Maintenance: Municipal swimming pool	4.3	
Malmesbury office: Friendliness and helpfulness of staff	4.2	
Malmesbury office: Telephone etiquette	4.2	
Handling of accounts	4.2	
Malmesbury office: Knowledge and expertise of staff	4.2	
Sewerage	4.1	
Electricity and Electricity services	4.1	
Municipal property tax	4.1	
Malmesbury office: Handling of general enquiries	4.1	
Refuse removal	4.1	
Handling of motor vehicle registrations/licenses	4.1	
Water supply	4.1	
Preparation/Maintenance of sports fields/grounds	4.0	
Maintenance: Municipal buildings and grounds	4.0	
Street lighting, lighting of buildings and sports fields	4.0	<b>Mediocre:</b> Some aspects of the specific service need attention to a greater or lesser extent
Firefighting and emergency services	3.9	
Communication with rate payers	3.9	
Storm water system	3.7	
Land use	3.7	
Effectiveness and functioning of ward committee	3.7	
Municipal Police Service	3.7	
Traffic services	3.7	
Maintenance: Parks and gardens	3.6	<b>Weaknesses:</b> Should receive attention, especially the maintenance of streets and roads, the municipal cemetery and quality of low cost housing
Building plans	3.5	
Property valuations	3.5	
Effectiveness and functioning of ward councillor	3.5	
Streets and roads	3.4	
Maintenance: Municipal cemetery	3.4	
Quality of low cost housing schemes	3.2	



### (c) Other findings

Awareness of ward councillors and ward committees is low. Only 33% were aware who their ward councillor is and only 14% were aware who serves on their ward committees.

Respondents who were aware of the ward councillor and ward committee were asked to rate the effectiveness and functioning of these. Both the ward councillor and ward committee received a score between average and good (3.5 and 3.7 respectively). Approximately a quarter of those aware of their ward councillor however indicated that they cannot evaluate him/her since they do not know what they should do or that they do not see him/her at all.

95% of respondents regard regular communication from the Municipality as important and the written media is preferred when the Municipality communicates with respondents. It therefore does not come as a surprise that 83% of the respondents regard the municipal newsletter as the source providing the best information regarding the Municipality. When they want to find out more about the Municipality's services, the municipal office or municipal officials will be consulted (82% of the respondents).

Overall, only 12% of respondents indicated that they are aware of the Client Service Charter and that they own a copy of it. A further 16% are aware of the charter but do not own their own copy. A very high 71% of respondents are not aware of the Client Service Charter.

## 2.2 AREA PLANS

The Municipality together with the ward committees commenced with the compilation of area plans covering all 12 wards. Meetings are held annually with all 12 ward committees to determine their issues and top five priorities.

Area-based planning is an initiative that complements the IDP process by focusing and zooming in on communities. Communities in this sense are represented by settlements and wards. Because wards are often delineated in a way that divides areas that in reality represent coherent communities or settlements, Swartland decided to take an approach that in the first place focuses on sensible geographical areas. It however also deals with wards so that ward planning is not neglected. To achieve this, a number of wards are combined for each area plan to echo the area-based approach in a pragmatic way.

The following five planning areas were identified:

Planning areas	Wards	Towns and settlements
North	1 and 2	Moorreesburg and Koringberg
East	3 and 12	Riebeek West and Riebeek Kasteel
West	5 and 6	Darling and Yzerfontein
South	4 and 7	Abbotsdale, Chatsworth, Riverlands and Kalbaskraal
Central	8, 9, 10 and 11 (and small portions of wards 4, 7 and 12)	Malmesbury

The importance of the role of the wards and ward committees is built into the process as the second Section of each Area Plan presents the ward committee members and the planning they have been involved with. It also contains the community inputs and the results of the public meetings pertaining to those wards.

Each area plan includes amongst others 2011 population figures and related demographic data, services capacity and backlogs, the most important priorities of the different wards, proposals from the Spatial Development Framework for that area, and the municipal capital budget for the next five years.

A summary of the ward priorities is provided in Chapter 6.



### 2.3 PUBLIC PERCEPTION SURVEY (OCTOBER AND NOVEMBER 2013) [Added on 30 May 2014]

A public perception survey was done under the guidance of Prof De Wet Schutte from UniSearch Research Consultants during October and November 2013. The process started on 9 October 2013 when 15 municipal officials were trained by Prof Schutte to act as facilitators. This was followed by a demonstration focus group session with councillors that was facilitated by Prof Schutte. The purpose of this session was to introduce the methodology to councillors and to serve as a learning experience for the 15 officials.

The municipal area was then divided into 10 target areas. Focus group interviews were conducted in these areas with members of the community. This survey was intentionally not aimed at community leaders but at ordinary men and woman in the community – people whose opinion are seldom heard. Focus group sessions were held with the following groups in each of the 10 target areas:

- Men 18-35 years
- Women 18-35 years
- Men 36 years and older
- Women 36 years and older

In a few cases where circumstances dictated otherwise, gender and age groups were combined.

Data collection was completed between 14 October and 7 November 2013. Facilitators had face-to-face contact with 173 persons from all levels of the community. If this figure is multiplied according to the group dynamic principle where each person represents on average five other individuals' opinions, it can be stated that the survey represents a total of approximately 865 opinions from the different communities in Swartland.

Two indexes were used. The **Priority or P-Index** determines the priority of the issues mentioned in the focus group sessions by participants. It measures two things on a scale of 1 to 11: the importance of the issues and the level of satisfaction with the issues. The priority is determined by subtracting the satisfaction rating from the importance rating. An issue which is regarded as important by the participants but where the level of satisfaction with the issue is also high, will therefore have a lower priority than an issue with the same importance but a lower level of satisfaction.

#### High importance, low level of satisfaction: *Priority high*



#### High importance, high level of satisfaction: *Priority low*



The **Community or C-Index** is a graphic representation of the level of satisfaction of the respondents with the basic building blocks of a healthy community. These are shelter/housing, health care, sanitation, water, food, energy/electricity, income/access to income, education, recreation, environment, religion, welfare, transport, and safety. The items were measured on a scale of 1 to 11 in terms of satisfaction level only and the result was presented as a community profile (yellow line in the figure below). The closer the yellow line is to the centre the better.

The Community or C-Index also measured the cohesion or bonding within a community (blue circle in the figure below). Participants were asked to rate three questions on a scale of 1 to 11:

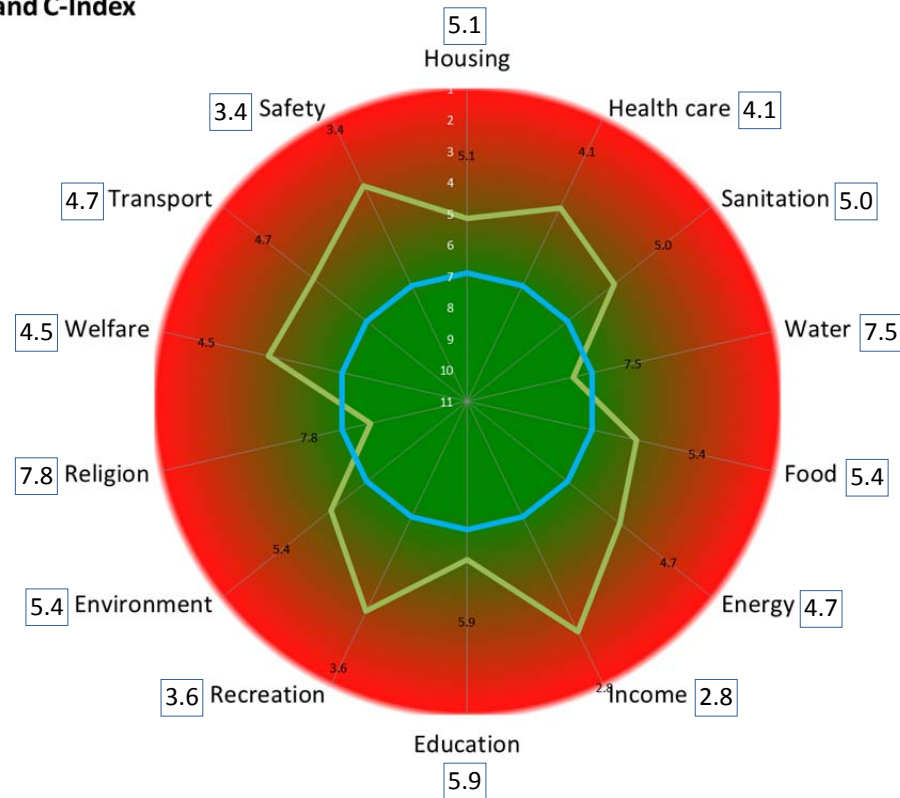


- To what extent do you consider this community to be your home?
- How close or distant do you feel to your friends in this community?
- To what extent can you rely on the rest of your community to come to your aid if you would have a problem?

The smaller the blue circle is the better.

The information of the C-Index is essential for any sustainable development initiatives. It serves as a point of departure from which the impact of any change in the community's service delivery and/or any intervention programmes in the community can be monitored.

### Swartland C-Index



The validity and reliability of insights obtained during the exercise should not be underestimated. The reality is that the survey provided the Municipality with great detail about the real needs of the different communities in Swartland.

**The road ahead:** The next phase of the exercise will be to interpret the results of the survey and to integrate the information into the IDP and Area Plan process.



## ANNEXURE 3: STATUS OF SECTOR PLANS AND POLICIES

**[30 May 2014: Annexure 3 was renamed and updated to reflect the latest status of sectoral plans and policies of the Municipality as well as inputs from the Western Cape Provincial Government through the LGMTEC process in May 2014]**

In terms of section 35 of the Municipal Systems Act the IDP *"is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality"*. Sector plans are the level of planning and management below the IDP and are informed by the IDP. There is however a mutual interaction between the IDP and sector plans - not only does the IDP inform the sector plans, the sector also provides important strategic directives to the IDP. The complete sector plans are included on the interactive IDP CD that can be obtained from the Municipality at no cost.

The table below provides a list of the Municipality's sector plans and policies. Those marked with light blue shading are suggestions made by the Provincial Government of the Western Cape during LGMTEC 3 engagements in May 2014.

Sector plan/policy	Responsible official	Current status	Approval date	Comments / next actions
<b>CIVIL ENGINEERING SERVICES</b>				
Water Services Development Plan	Louis Zikmann	Approved	2009	The current WSDP expires in June 2013. A consultant has already been appointed to compile a new WSDP and provision has been made for this in the 2013/2014 operating budget. New WSDP to be tabled for approval before June 2014
Water Master Plan	Louis Zikmann	Approved	2008	None
Sewerage Master Plan	Louis Zikmann	Approved	2008	None
Transport Master Plan	Louis Zikmann	Approved	2008	None
Master Plan for the future development of Malmesbury	At Botha (for the civil engineering issues)	Approved	July 2008	
Integrated Waste Management Plan	Freddie Bruwer	Approved	31 May 2012	The 2nd generation IWMP was compiled in June 2011 in accordance with the requirements of Section 12 of the National Environmental Management: Waste Act in so far as relevant information was available.  The Department of Environmental Affairs and Development Planning (DEADP) commented on the IWMP in February 2013. We agree with DEADP's approach that IWMPs should be an implementation tool to improve waste management rather than simply a document for compliance and for that reason will the Municipality's IWMP be upgraded to comply with the latest version of DEADP's scorecard. The upgrade is due in 2014
Sport Policy	Hanjo Kotze	Draft		Approval of policy by Council. Still in process. Referred back to Civil Engineering Services by Council.
Pavement Management System	Louis Zikmann	Under Review		To be approved during 2014



Sector plan/policy	Responsible official	Current status	Approval date	Comments / next actions
Integrated Municipal Infrastructure Plan (IMIP)	See comments			Swartland Municipality has sectoral plans for water, sanitation, streets and storm water which are sufficient to inform infrastructure requirements for the short and medium term. These plans however need to be developed further before the compilation of an IMIP.
Integrated Infrastructure Asset Management Plan (IIAMP)	See comments			Swartland Municipality will investigate the necessity to develop an IIAMP especially the link between the Asset Register and the multi-year budget.
Operation and Maintenance plans	See comments			Swartland Municipality has a pavement management system and a water pipe replacement programme that deals sufficiently with operation and maintenance. Sewerage network maintenance is currently under control.
<b>ELECTRICAL ENGINEERING SERVICES</b>				
Maintenance Policy	Tom Rossouw	Approved	2007	Review annually
Energy Conservation Measures	Roelof du Toit	Approved	2008	Implement annual EEDSM projects of DOE
Electricity Distribution Master plans - Malmesbury - Moorreesburg - Darling - Yzerfontein	Roelof du Toit Roelof du Toit Roelof du Toit Roelof du Toit	Approved Approved Approved Approved	2011 2009 2010 2011	Review Malmesbury Masterplan 2014/15
Disaster Recovery Plan and Business Continuity Plan for the IT function	Johan Pienaar	Approved	18 July 2012	Review annually
<b>PROTECTION SERVICES</b>				
Core Municipal Disaster Risk Management Plan	Philip Humphreys	Draft (March 2014)		Draft to be approved by Mayor in Apr 2014
Master Plan for Fire Brigade and Rescue Services	Jacques Smith	In process		Process with Provincial DPLG to determine the function of structure and veld fires
Business Continuity and Disaster Recovery Plan	Philip Humphreys	Approved	9 Apr 2014	
Disaster Management Plan	Philip Humphreys	Draft		The Core Municipal Disaster Management Plan has been completed in draft format and circulated to internal departments for comments and inputs. Risks addressed in the plan are: 1. Fire disaster risk 2. Severe weather 3. Health 4. Drought 5. Hazardous materials It will be submitted to the Mayoral Committee of 21 May 2014 for approval.



Sector plan/policy	Responsible official	Current status	Approval date	Comments / next actions
<b>DEVELOPMENT SERVICES</b>				
2012 Spatial Dev. Framework	Alwyn Zaayman	Approved	31 May 2012	Minor adjustments are made to the SDF
Urban Edges Study	Alwyn Zaayman	Approved	9 December 2009	
Growth Model	Alwyn Zaayman	Approved		
Integrated Coastal Management Programme	Alwyn Zaayman	Draft		The Integrated Coastal Management Programme (ICMP) for the West Coast District Municipality (WCDM) has been finalized on 11 April 2013 with a draft by-law and a copy handed over to each Local Municipality. The ICMP still has to be approved by the WCDM and the by-law adopted by each local municipality.
Child Care Facilities Report	Marguerite Holtzhausen	Approved	2009	Implementation phase
Urban and Rural Agriculture Policy	Marguerite Holtzhausen	Approved	2005	Implementation phase by focusing on developing subsistence urban gardens; In discussions with small farmers and stakeholders on the way forward
Social Development Policy and Strategy	Marguerite Holtzhausen	Approved	May 2013	Implementation of 5 prioritised action plans
Housing Pipeline	Vessie Arendse	Approved	23 January 2013	CK Rumboll & Partners has been appointed by DHS (BESP-programme) to revise the plan.
Housing Plan	Vessie Arendse	Approved	23 January 2013	CK Rumboll & Partners has been appointed by DHS (BESP-programme) to revise the plan.
Occupational Health and Safety Policy	Kobus Marais	Approved		Policy in place
Personal Protective Equipment Policy	Kobus Marais	Draft		Responsibility of HR/Supply Chain
Air Quality Management Plan	Kobus Marais	Approved	13 June 2012	Swartland Municipality already instructed a service provider to compile a by-law. The challenges will be determined through a process together with the West Coast District Municipality as well as the Municipality's by-laws to agree who is responsible for which of the challenges
<b>CORPORATE SERVICES</b>				
Workplace Skills Plan	Sunet de Jongh	Completed	30 June 2013	Compile annually in consultation with staff and unions
Employment Equity Plan	Sunet de Jongh	Approved for 5 year period, until 30 Jun 2018	15 May 2013	Revise by end of Nov annually
Employment Policy	Sunet de Jongh	Approved	2010	Ongoing
Internal Bursary Policy	Sunet de Jongh	Approved	1 Nov 2013	Ongoing
Recruitment and Selection Policy	Sunet de Jongh	Approved	1 January 2013	Ongoing
Disability Policy	Sunet de Jongh	Approved	1 October 2011	None
Training Policy	Sunet de Jongh	In process of being adopted		
Employee Assistance Policy	Sunet de Jongh	Approved	1 May 2013	



Sector plan/policy	Responsible official	Current status	Approval date	Comments / next actions
Communication Strategy	Madelaine Terblanche	80% complete		To be approved by end of June 2014
Ward committee constitution	Madelaine Terblanche	Approved	16 May 2012	Due for revision after next local elections (2015)
Contract Administration Policy	Madelaine Terblanche	Approved	2010	Automated (Collaborator) contract management system i.r.o. property transactions to be implemented with effect from 1 July 2014
Website Placement Policy	Madelaine Terblanche	Approved	2010	None
Client Service Charter	Madelaine Terblanche	Revised & reprinted	December 2013	None
Policy on Control and Administration of Municipal Immovable Property	Madelaine Terblanche	By-law and policy under revision	End December 2014	Draft to be submitted in Council by end May 2014.
Public Participation Policy	See comments			The Municipality will adopt a Communication Strategy by 30 June 2014 latest, following which a Public Participation Policy will be drafted and adopted. Until such time that the policy is adopted, public participation in respect of the IDP and budget will be addressed in the annual Communication Action Plan for 2014/15.
<b>FINANCIAL SERVICES</b>				
Asset Management Policy	Kenny Cooper	Approved	13 October 2009	None
Property Rates Policy	Kenny Cooper	Amended	31 May 2012	Submission to Council on 30 May 2014
Capital Contributions for Bulk Services Policy	Kenny Cooper	Approved	16 May 2012	None
Cash Management and Investments Policy	Kenny Cooper	Amended	13 April 2012	Submission to Council on 30 May 2014
Credit Control and Debt Collection Policy	Kenny Cooper	Amended	13 June 2012	Submission to Council on 30 May 2014
Accumulated Surplus/Deficit and Bad Debts Policy	Kenny Cooper	Amended	25 June 2012	None
Debt Management Policy	Kenny Cooper	Approved	8 June 2005	None
Tariff Policy	Kenny Cooper	Amended	30 May 2013	Submission to Council on 30 May 2014
Policy on Preferential Procurement and Evaluation of Procurement Tenders	Kenny Cooper	Amended	16 May 2012	None
Supply Chain Management Policy	Kenny Cooper	Amended	16 May 2012	Submission to Council on 30 May 2014
Borrowing Policy	See comments			Swartland Municipality will only be able to table the policies with our 2015/2016 Annual Budget. By then the Municipality will have the necessary resources and staff to compile these policies. Provincial Treasury provided the Municipality with a "best practice" example of Mosselbay's policies which will be used.
Funding and Reserves Policy				
Budget Implementation and Management Policy				



Sector plan/policy	Responsible official	Current status	Approval date	Comments / next actions
<b>OFFICE OF THE MUNICIPAL MANAGER</b>				
Framework for implementing performance management	Leon Fourie	Approved	March 2007	
Local Economic Development Strategy	Leon Fourie	Approved	May 2007	A new draft LED strategy has been received from service provider in February 2014.
LED Maturity Assessment	Leon Fourie	Approved	Feb 2014	
Fraud Prevention and Anti-Corruption Strategy	Pierre le Roux	Approved	Nov 2008	Review and update June 2014
Risk Management Strategy	Madell Lihou	Approved	Aug 2009	To be updated by Shared Services, Chief Risk Officer, June 2014
Internal Audit Strategy	Pierre le Roux	Approved	May 2009	Review and update June 2014